

MILTON FRIEDMAN UNIVERSITY

INSTITUTION IDENTIFICATION NUMBER: FI83995

H-1039 BUDAPEST, KELTA UTCA 2. * MAIL: H-1312 BUDAPEST, PF. 16. * E-MAIL: ERASMUS@UNI-MILTON.HU

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Title of the course:	MANAGEMENT TOOLS & PRACTICE (e-course)		
Course ID:	VE-GMT011		
Level of education:	Regular & Erasmus	Academic semester:	Fall Semester
Professor's name:	DR. JUDIT VARSÁNYI PHD	Academic title:	Professor Emerita
Hours per semester:	30	Credits:	4
Exam:	Electronic written exam	Pre-requisites:	None

Aims and scope of the course

Role of the course is to gain skills in the management theories and tools and, furthermore, the extension of these skills in business English. Our purpose is to follow-up the use of management knowledge in business life. We offer extended presentations on areas of management in order to improve our students' skills in the practice.

The way of thinking and set of tools of management show a very rapid extension as an effect of globalization, informational society and electronic business. Following-up the international literature, students will be able to acquire and apply the basic and the most modern management principles and practices. Our electronic sessions, presentations and quiz lessons are based on progressive updating of the international literature and, on own experiences, showing the opportunities of their practical applications.

Course outline

- 1. Key terms and theories of management.** In our first e-session, we survey the key terms of management and their use, the roles and interests of business firms. Thereafter, we introduce our students into the development of most important management theories. After the early influences, we deal with classical approaches – the administrative management and the scientific management, surveying Fayol's and Taylor's key principles. The theory of bureaucracy acquaints with Max Weber's perspectives. The human relations approach shortly presents the conceptions of Mayo, Maslow, McGregor and their followers. Among further theories, we look into the essence of management science school, systems approach to the management and contingency theory. We close this topic with the role of strategic dimension.
- 2. Activities, legal and structural frames of firms.** After defining the organization and its environment, we deal with the activities, functions and interests of business organizations. Students will be acquainted with legal frames of firms and, with levels of business organizations, showing the characteristics of flat and tall organizations. The structures of business firms differ by dividing the authorities, and by dividing the work and responsibility. According to dividing the authorities, one-line and multi-line organizations exist. By dividing work and responsibility, one-dimensional and multi-dimensional organizations operate. Virtual firms organize their activity with various business purposes, within various frames of cooperation. The topic will be closed with purposes and activities of organizational development.
- 3. Managerial skills and decision-making.** Based on management tasks, we concern the target areas of general management. Because business firms operate on various process categories, we list the tasks for organizing processes and, aspects of organizing the work. Personal leadership tasks differ on firm's level. and on the working place, requiring proper manager skills. The information and knowledge are tools of decision-making in each leadership level in order to make right structured decisions. Individuals' decision making impact on the supervisor's decisions and behavior. Types of business decisions are strategic, operating or administrative decisions, determining the sequence and mechanism of decision-making. Delegation of decisions is a useful habit of supervisors. Committees in the firm help with decision-making and sound operation. Management by objectives (MBO) is a proper tool of harmonizing the firm's and individuals' goals and targets. Managerial quality is important in fulfilling the top manager's functions. Corporate culture helps with creating and maintaining the positive organization's atmosphere and the employee's loyalty..
- 4. Leadership at work, leadership styles.** Leadership at work requires adequate characteristics, skills and quality, determining the leader's style and behavior. We look into the leadership theories, and categorize the basic leadership styles, listing the behavioral traits of autocratic, democratic and other styles. We shortly deal with intolerable bosses, and with forces towards an effective leadership style. The old model of Blake and Mouton's managerial grid presents the typical working place behaviors, depending from the leader's style. Further presumption derive from Douglas McGregor's X and Y-theories, and Ouchi's theory Z. We define the competence at work and list the elements of tacit knowledge. We concern, furthermore, the changes affecting the supervisor, the matrix of human capabilities and, the human qualities to a successful management. As closing issues of this topic, we concern the benefits of teamwork reinforcing the creativity, the management excellence and the Innovation of management's quality.

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5. **Communication in organizations.** In the business, various types of consumers require human contacts, having differences in communication needs. We deal with lines of communication, with downwards and upwards communication methods and, with mechanisms of lateral communication. After listing the situations for the communication, we concern the information needs to an effective communication. We show the key models for communication and interaction, and list the barriers and problems of communication. Students get acquainted with the key processes of communication in business situations. We present the role of a positive communication and of the body language. We close this topic with the development of communication skills.
6. **Groupwork, motivation, workforce performance.** Various groups work in the organization, for various purposes and characteristics. We treat with group roles and group structure. We survey, furthermore, the factors, impacting on groupwork and group performance. There are useful individual motivators of groupwork. We show several useful personality traits of team members. The efficient individual and groupwork leads to high productivity. We survey the frequently used productivity indicators. After defining the term of attitude, we deal with working attitudes and, with the well-being of motivated workforce. Theories of motivation - the contents theories and the process theories explain the motivative effects. One of the old, top model is the Maslow's hierarchy of needs. We list the bases of motivability and, the motivability categories of people. Motivated people show high working performance. We deal, therefore, with purposes and techniques of performance appraisal, showing the factors of individual and organizational performance. Personal career and operability of organization will close this topic.
7. **Functional management - 1: marketing, production and logistics.** Introducing with firm's affaires, Porter's wheel of functionality and with the environment of the firm, we show the characteristics of marketing environment, the market categories. Traits of individual and organizational buyers are very different, determining the business affaires with them. Repeating the elements of marketing mix, we list the focuses of marketing, the market segmentation, the consumer categories and the positioning to the target market. Functions of competition and the role of market familiarity help with focusing to the marketing. The manufacturing (production) deals with the settlement of material processes, with the conditions of transformation and with the modern tools of production management. Product policy determines the rational decisions on product structure, product categories, services and prices. We list several aspects of consumers' evaluation of business performance. We define the term of logistics and list of its functions, showing a simple logistic flowchart. Finally, we deal with the logistics in the practice, and logistic strategies.
8. **Functional management - 2: management of costs, personnel and financial affaires.** This topic starts with the essence and areas of cost management (husbandry). We survey the tools of good husbandry and profitability, presenting several cost reduction guidelines and strategies. We categorize the overhead (fixed costs) and variable costs, than the direct and indirect costs. Coverage calculation, the practical coverage conditions and the experience curve explain the rational considerations of mass production, and the economy of scale. An interesting model is the diagnostic board of cost originators, helping with the cost analysis. The total cost management is an efficient tool, based on a detailed activity-based cost analysis. Concerning the human resource (HR) we show its structuring aspects, the employees' characteristics and, the environmental and strategic factors of HR function. We look into the aspects of employment, dismissal and remuneration. Concerning the finances, we show a list of evaluative financial indicators and the aspects of liquidity management. Kleinebeckel's financial balance is an interesting model. We present financing tools for various terms. The topic will be closed with fundraising and, with exploiting the financial sources.
9. **Managing time, stress and change.** Time management is an important factor of managerial efficiency. We present the key factors, affecting the time management. We list the typical time wasters and, the personal influences of the use of time. About how to establish good habits in the working place, we deal with the use of phone, handling of visitors, avoiding procrastination. Delegating the work helps with the rational time use as well. We give advices for goal setting and decision-making and for motivative dealing with group members. Concerning the stress, we denominate the stress sources and consequences of the stress. Out of actions against work-related stress, we look in, how to support employees to cope with stress. The bargaining mechanism of employee relations between management and trade unions may also be a useful tool. The change management deals with the key variables to be changed and, with the kinds of organizational change. Resistance to change, actions against inertia and coping with change are hard managerial challenges. The topic is closed with kinds and benefits of organizational change.
10. **Management of innovations.** After defining the innovation, we show the evolution of economic cycles, and old periods of macro-innovations. Several expectable and surprising novelties are to be seen, emerging in the past. The areas of innovation management concern the structural and organizational innovation. Matrix of structural innovations and. Schumpeter's basis innovations show practical examples. Business process reengineering (BPR) is a general organizational innovation, changing the entire business operation. We survey the policies of technical innovation and, the Freeman's research and development (R&D) strategies, showing a list of indirect costs of R&D activity and, areas of firm's strengths and weaknesses. We show several further well-known models concerning to the innovation – the Michael Porter's competitive strategies, the five forces' analysis and, the Ansoff matrix of product-market decisions with

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explanations. The closing issues of this topic are: the success factors of new-product strategies, the benefits of product-technology related innovations and, finally, the role of elaboration level, modernity and branding in the competitiveness.

11. **Role of information technology.** The evolution of network economy is due to the business application of the internet. First, we list the key parts of information technology and a block scheme of IT-knowledge management. Thereafter, we concern the areas of business use of IT-knowledge, the IT-support of business processes and, the newer business models of IT-sector. The real-time firms have more competitive advantages. We list several IT-tools of perfection. The enterprise resource planning (ERP) systems operate as integrated management systems nowadays – we show their essence and characteristics. We define the customer relationship management (CRM), listing its characteristics, mental and business benefits and, payoff sources of CRM. Several interesting examples of IT-support of basic business strategies and, Informatic background of competitive strategies can be seen thereafter. Areas of IT-support of firm's competences lists several tools of support. Based on a survey, the quality factors, expected from IT-systems are referred to.. Characteristics of integrated electrical firms and, benefits of a SAP project are the closing issues.
12. **Management in the practice.** This topic will be introduced with the determinants of business environment and with the differentiating traits of business firms. The list of key actors of large corporations refer to the maneuvering range of the Central Executive Officer (CEO, that is general manager). We enlighten the factors of conscious corporate government and, the general leadership's tasks and tools. After defining the quality, and formulating the meaning of total quality management (TQM). we look into the ISO 9000 system of quality affairs and its emphatic contents. We show an interesting model, the Ishikawa-chart of quality defects and, we touch on the TQM properties of a competitive firm. Concerning the project management, we present the project characteristics, project types and the tasks of project management. Turnaround time planning concerns the necessary analytic areas and the most frequently applied networking techniques. Planning for the future is a further, important area of management. We present the general scheme of a planning system, the key items of strategy, the core competences, strategic positions, strategic project planning and strategic project management, that is the management of actions. Finally, we show the decision-making variants, aspects and flow chart of business planning.
13. **Organizational performance.** First, we review the purposes of business activity, presenting the revenue (income), net income, operating profit, turnover taxes and other indicators. A flowchart of cost management and profit planning lets perceive the logical steps of their planning. We present, furthermore, the main cost-related efficiency indicators. We determine the essence of profitability, survey and define the key profitability indicators – the return on sales (ROS), return on equity (ROE), return on assets (ROA), return on investment (ROI). We list the essential factors of competitiveness on firm's level. The chain of impacts on business success is an own hierarchic model, we explain its levels. Purpose, contents and tools of the organizational policy leads to a high organizational performance. Finally, we list several guarantees of business success.

Requirements and assessment for e-learning courses

12 Lessons (quizzes) with 10 multi-choice questions in each one to be solved and submitted.
One right answer should be done to each question. Students may get one score for each right answer.

Electronic written exam at the end of semester about the most interesting, most relevant and missing topics of the course.

Marks will be calculated combining the automatic Moodle scores and the value of written exam. Students will get their marks within two days after the written exam.

Compulsory presentations and readings

Varsányi, J. (2018): Management Tools & Practice. PPT presentation. Agistra Studio – King Sigismund University, Budapest.

Varsányi, J. (2018): Readings to management tools and practice. Chapters to download in DOC files.

Varsányi, J. (2018): Readings to management tools and practice. Chapters as MP3 audio versions.

Recommended readings

Antal, Zs.–Dobák, M. (2016): Vezetés és szervezés. Akadémiai Kiadó, Budapest.

Bakacsi Gyula (2010): A szervezeti magatartás alapjai. Aula Kiadó, Budapest.

Bakacsi, Gyula et al. (2005): Változás és vezetés. Aula Kiadó, Budapest.

Bögel György - Forgács András (2003): Informatikai beruházás – üzleti megtérülés. Műszaki Könyvkiadó, Bp.

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- Chikán, Attila (2010) Bevezetés a vállalatgazdaságtanba. Aula Kiadó, Budapest
- Cole, G.A.-Kelly, Ph. (2015): Management theory and practice. 8th Ed. E-book. South-Western Cengage Learning, UK..
- Drucker, P. F. (2009): Managing in a Time of Great Change. Harvard Business Press.
- Johnson, K.-Scholes, K.-Whittington, R. (2008): Exploring Corporate Strategy. 8th Ed. Prentice Hall, London.
- Kotler, Philip – Armstrong, Gary (2012): Principles of Marketing. 14th Ed. Prentice Hall
- Linton, G.–Kask, J. (2017): Configurations of Entrepreneurial Orientation and Competitive Strategy for High Performance. Journal of Business Research, Vol. 70, January 2017, pp. 168-176.
- Lundquist, Damon (2016): Pragmatic Time Management Techniques. JNR Publishing, EPUB MOBI.
- Lundquist, Damon (2016): The Fine Art of Decision Making. JNR Publishing, EPUB MOBI.
- Lundquist, Damon (2016): Dealing with Horrible Bosses. JNR Publishing, EPUB MOBI.
- Marosán, Gy. (2006): A 21. század stratégiai menedzsmentje. Műszaki Kiadó, Budapest.
- Rue-Byars (2009): Supervision. Key link to productivity. 11th Ed. E-textbook, www.amazon.com
- Sprenger, Reinhard K. (2017): Motiváció, ösztönzés. (Motivation, incentives.) Kossuth Kiadó, EBOOK MOBI.