

【管理学导论】

Introduction to Management

课 型 专业必修课
学 时 34
学 分 2

课程简介 The course is designed to equip students with a broad, foundational knowledge and understanding of the different types of business organisational structures, and the variety of roles and responsibilities of management within those structures. The course takes a ‘macro to micro’ approach to the subject matter, starting by looking at the macro-economic role of management and business, moving on to examining the different management functions and skill-sets required of managers, and culminating in a detailed look at how managers perform their duties - specifically, decision making and financial controlling - in order to achieve organisational objectives. It comprises the study of the main theoretical frameworks used in the study of management, and an examination of the practical application of these frameworks in ‘real-life’ case studies with homework assignments and presentations.

教学目的 The main learning aims of the course are:

- To give students a foundational knowledge and understanding of the nature of the firm, the different ownership structures, the macro-economic environment within which firms are embedded, the systematic analysis of environmental elements and strategy formulation.
- To help students identify the elements of management functions and skills, and how they are integrated in the pursuance of organisational strategy, and the definition of organisational management and the central role of the manager.

- To help students understand the basic concepts and frameworks used in Operational and Financial Management within Service and Manufacturing companies.

教学重点、难点:

- Macro-economic business activities and evaluation of the business environments using SWOT and PESTLE analytical models.
- Definition and role of management in crafting strategy, and achieving organizational objectives.
- Organizational structure and the assigning of tasks and responsibilities; the communication methods used by firms; and the motivational theory and practices used to encourage staff.
- The challenge of operational management effectiveness in service and manufacturing firms.
- Evaluating financial performance and how firms use funds to invest in assets and generate economic returns.

教学内容

第一讲 4 学时

1. 教学内容

- 1) Course introduction
- 2) The nature of business activity, particularly those factors of input, function, and output involved in business activity.
- 3) The external influencing factors on business activity and the classification of business activity.

2. 重、难点

- 1) The differences between the primary, secondary, and tertiary sectors and the types of businesses operating in each.
- 2) The elements contained in the general, task, and internal environments and how they interact with and influence the firm.

第二讲 4 学时

1. 教学内容

- 1) Define and examine the advantages and disadvantages of the sole proprietorship and partnership forms of

organization.

- 2) Describe the corporate form of organization and cite the advantages and disadvantages of corporations.
- 3) Define and discuss the advantages and disadvantages of mergers, acquisitions, and leveraged buyouts.
- 4) Define and discuss small business and entrepreneurship, and the methods used for starting a small business.
- 5) Outline the advantages of small-business ownership, and explain why many large businesses are trying to “think small” .

2. 重、难点

- 1) The different ownership structures, and the related advantages and disadvantages of each in terms of business formation, growth, and continuation.
- 2) The characteristics of small businesses and entrepreneurs.

第三讲 4 学时

1. 教学内容

- 1) Define management, and explain its role in the achievement of organizational objectives.
- 2) Describe the major functions of management.
- 3) Distinguish among the three levels of management and the concerns of managers at each level.

2. 重、难点

- 1) Strategic planning using SWOT and PEST analyses to evaluate a firm's fit with its external and task environments.
- 2) The different styles of leadership and the situational context within which each is appropriate.

第四讲 4 学时

1. 教学内容

- 1) Specify the skill-sets managers need in order to be successful.
- 2) Summarize the systematic approach to decision making used by many business managers.

2. 重、难点

- 1) The different skill-sets required for each level of

management.

- 2) The importance and limitations of rational decision-making techniques such as Decision Trees, Weighted Average Method, Net Present Value.

第五讲 4 学时

1. 教学内容

- 1) Define organizational structure, and relate how organizational structures develop.
- 2) Describe how job specialization and departmentalization help an organization achieve its goals.
- 3) Determine how organizations assign responsibility for tasks and delegate authority.
- 4) Describe how communication occurs in organizations.
- 5) Motivational theory and the implications on how to motivate workers.
- 6) Applied motivation practices used to encourage workers for better performance.

2. 重、难点

- 1) The different elements of structure (departmentalization, centralization and decentralization, hierarchy and spans of control, line and staff structures, teams and groups, formal and informal communication channels) and how they relate to organizational strategy and management objectives.
- 2) Maslow's Hierarchy of Needs, MacGregor's Theory X and Theory Y and the implications for managing and motivating staff.
- 3) The use of financial and non-financial incentives and the potential for unintended consequences.

第六讲 2 学时

1. 教学内容

- 1) Define operations management (OM), and differentiate between operations and production.
- 2) Explain how OM differs in manufacturing and service firms.

2. 重、难点

- 1) The transformation process (inputs, processes, outputs)

and how it differs in service and manufacturing firms.

- 2) The definition of fixed, semi-variable, and variable costs, and how they differ in service and manufacturing firms.

第七讲 4 学时

1. 教学内容

OM: Describe the elements involved in planning and designing an operations system.

2. 重、难点

- 1) The importance of capacity utilization; the Breakeven Point; and the Margin of Safety.
- 2) How service and manufacturing firms overcome capacity utilization problems.

第八讲 2 学时

1. 教学内容

1) OM: Describe and explore common techniques managers use to manage the logistics of transforming inputs into finishing products.

2) Assess the importance of quality in OM.

2. 重、难点

- 1) The implications of using Just-in-Time and Just-in-Case inventory management systems on OM.
- 2) The use of Economic Order Quantity and Reorder Point in a JIC system.
- 3) The use Gantt Charts and PERT in managing schedules.
- 4) TQM philosophy and ISO quality standards

第九讲 2 学时

1. 教学内容

1) Financial Management: introduction of the three primary financial reports produced by organizations and their purposes.

2) Introduce the major source of funds for businesses, both internal and external, and the key factors affecting the choice of funds.

2. 重、难点

- 1) Understand the purpose and contents of the income statement, the balance sheet, and the cash-flow

statement.

- 2) Understand how the three primary financial reports are integrated.
- 3) The risk profiles of equity and debt finance.

第十讲 2 学时

1. 教学内容

- 1) Financial Management: introduce ratio analysis and its role in interpreting the financial performance of a firm in comparison with its competitors.
- 2) Describe where and how firms use their funds, and the specific types of fixed assets and current assets they may deploy.

2. 重、难点

- 1) The different types of ratios and the aspects of financial performance each are measuring.
- 2) Asset classification - tangible, intangible, and financial - and asset structure.
- 3) The importance of liquidity in maintaining the firm as an ongoing concern.

教学方法 Lecture, student presentations, homework assignments, class discussions.

考核方式

Coursework (attendance, participation, homework assignments, presentations) 40%; Midterm examination 20%; Final examination 40%

使用教材

Ferrell, O.C., Hirt, G., Ferrell, L. *Management: Tenth Edition*. Posts and Telecom Press, 2018. ISBN:978-7-115-47635-7

参考书目

1. 朱文忠 编著 *Introduction to International Business Management*. 对外经济贸易大学出版社
2. Robbins, S.P., Coulter, M., Decenzo, D.A. *Fundamentals of Management: Tenth Edition* 中国人民大学出版社 ISBN:978-7-300-27671-7