

Date: Sept. 2025

Syllabus: Principles of Business Management

**Natalie Menaged**Course No 6602701

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| **Course Type:** | Lecture |
| **Scope of credits:** | 3 |
| **Year of study:** | 2025-26 |
| **Semester:** | Fall |
| **Day & Time:** | Wednesday, 2:00 – 4:15 pm (and some Tuesdays) |
| **Reception Time:** | By appointment and Whatsapp |
| **Lecturer Email:** | menagen1@biu.ac.il |

**Course description and learning goals**

**Course Abstract**

*This class focuses on the basic theories and practices in business management today, with an emphasis on skill building and contemporary application of classic management principles. Topics include the global management environment, planning, organizing, and strategic thinking.*

**Learning objectives**

*Students gain a comprehensive set of behavioral strategies and analytical tools that will prepare them for management considerations in complex global work environments.*

**Knowledge**

*Topics include the global management environment, planning, organizing, and strategic thinking. The roles of leadership versus management are analyzed, as well as problem solving and conflict resolution. Additional topics include ethics, motivation, human resources, and diversity and inclusion. The course also includes an introduction to other business topics such as financial controls, operational controls, innovation, and entrepreneurship*

**Skills**

*Since this class if the first business course many participants take, it will include topics such as career preparedness, public speaking, and digital engagement.*

**Classes**

1. Introduction & History of Management – October 29
2. Organizational Environment, Culture, & Globalization – November 5
3. Planning and Decision Making – November 6 @ 4 pm
4. Organizing for Success – November 25 @ 4 pm
5. Leadership vs Management – November 26
6. Midterm – December 3
7. Ethics & Corporate Social Responsibility – December 10
8. Human Resources and Diversity & Inclusion – December 17
9. Motivational Strategies & Teamwork – December 31
10. Professional Communications – January 7
11. Organizational & Financial Controls – January 14
12. Entrepreneurship & Innovation – January 21
13. Final

**Final grade**

Grade Components (Numerical grade):

Mid-term exam (30%)

Final exam (30%)

Class participation and assignments (40%)

* 9 required class participations (18%) and 11 required assignments (22%). Assignments are due before start of next class.

Extra Credit: book reports, resumes, presentations, outstanding participation.

**Additional Course Information** requirements

* Course Textbook: *M: Management* 7th edition, *Thomas Bateman, Robert Konopaske,* McGraw-Hill, Copyright: 2022
* Students can rent or purchase the textbook here: https://www.mheducation.com/highered/product/mmanagement-bateman-konopaske/M9781260735185.html
* Attendance – points will be deducted if more than 2 classes are missed

**Active learning –** **lessons plan:**

* 1. Topic: Introduction & History of Management

Reading: Chapters 1 & 2

Learning Objectives:

* + 4 functions of management
  + What managers at different organizational levels do
  + Skills to be an effective manager
  + Major challenges facing managers today
  + How successful managers achieve competitive advantage
  + Origins of management theory
  + 5 classical approaches to management
  + 4 contemporary approaches to management
  + Modern contributors to management thought

Case Study:

* *Why we have too few women leaders.* Sheryl Sandberg TED Talk. <https://www.youtube.com/watch?v=18uDutylDa4>
  1. Organizational Environment, Culture, & Globalization

Reading: Chapter 3

Learning Objectives:

* + 5 elements of an organization’s macroenvironment
  + 5 components of an organization’s competitive environment
  + How managers stay on top of changes
  + How managers respond to changes
  + How organizational cultures overcome changes in the external environment

Case Studies:

* Porter’s Five Forces. *Harvard Business Review.* <https://hbr.org/video/3590615226001/the-explainer-porters-five-forces>
* *The surprising habits of original thinkers.* Adam Grant TED Talk. <https://www.youtube.com/watch?v=fxbCHn6gE3U>

* 1. Planning and Decision Making

Reading: Chapter 5

Learning Objectives:

* + Summarize the basic steps in decision making
  + How strategic planning should be integrated with tactical and operational planning
  + Strategic management process
  + SWOT analysis
  + Achieving competitive advantage
  + Keys to effective strategy implementation
  + Effective decision making as a manager
  + Personal obstacles to rational decision making
  + Principles for group decision making

Case Studies:

* + *Atomic Habits*. James Clear. <https://www.youtube.com/watch?v=U_nzqnXWvSo>
  + *Delta Airlines Pandemic Travel.* [https://www.mccormick.northwestern.edu/news/articles/2022/05/delta- airlines-ceo-discusses-pandemic-travel-lessons-during-patterson-lecture/](https://www.mccormick.northwestern.edu/news/articles/2022/05/delta-%09airlines-ceo-discusses-pandemic-travel-lessons-during-patterson-lecture/)

4. Organizing for Success

Reading: Chapter 7

Learning Objectives:

* Fundamental characteristics of organizational structure
* Four dimensions of an organization’s vertical structure
* Four basic forms of horizontal structure of organizations
* Important mechanisms for coordinating work
* Improving organizational agility through strategy, commitment to customers, and use of technology

Case Studies:

* *The Puzzle of Motivation.* Dan Pink. <https://www.youtube.com/watch?v=rrkrvAUbU9Y>
* *Apple’s organizational structure.*   
  <https://www.youtube.com/watch?v=5hENFA3CJUY>   
  <https://www.youtube.com/watch?v=d5enAGG51PQ>  
  <https://www.youtube.com/watch?v=hczW4Bqf3Qk>

5. Leadership vs. Management

Reading: Chapter 10

Learning Objectives:

* How a good vision helps you be a better leader
* Leading vs. managing: similarities and differences
* Sources of power in organizations
* 3 traditional approaches to understanding leadership
* Contemporary perspectives on leadership
* Types of leadership opportunities

Case Studies:

* *The power of introverts*. Susan Cain. <https://www.youtube.com/watch?v=c0KYU2j0TM4&t=10s>
* *IBM’s Sam Palmisano.* Harvard Business Review. <https://hbr.org/2012/01/how-ibms-sam-palmisano-redefin>

6. Ethics & Corporate Social Responsibility

Reading: Chapter 4

Learning Objectives:

* How different ethical perspectives guide managerial decision making
* Ethics-related issues and laws
* How managers influence their ethics environment
* Process for making ethical decisions
* Important issues surrounding corporate social responsibility (CSR)
* Growing importance of managing the natural environment

Case Studies/Class Presentations:

* Kobe Steel scandal, Lehman Brothers Role in the Sub-Prime Mortgage Crisis, Enron (Sarbanes Oxley Act), Wells Fargo Fraudulent Accounts Scandal, BP Deepwater Horizon Oil Spill, The FBI & Apple Security vs. Privacy - ISIS shooter

7. Midterm

8. Human Resources and Diversity & Inclusion

Reading: Chapters 8 & 9

Learning Objectives:

* How companies use HR to gain competitive advantage
* Why companies recruit both internally and externally
* Methods for selecting employees
* Various HR laws
* Importance of training and development
* Alternative appraisals of employee performance
* Fundamental aspects of a rewards system
* How unions and labor laws influence HR management
* How changes in the US workforce make diversity and inclusion critical - Advantages and challenges of diversity and inclusion initiatives Monolithic, pluralistic, and multicultural organizations
* Steps managers and their organizations can take to cultivate diversity
* Changes in the global workforce
* Skills managers need to manage globally

Case Studies:

* *Hofstede Insights Country Comparison.* <https://www.hofstede-insights.com/country-comparison/>
* *Woke, Inc.* Vikek Ramaswamy. <https://www.youtube.com/watch?v=RD1KIhg2iEI>

9. Motivational Strategies & Teamwork

Reading: Chapters 11 & 12

Learning Objectives:

* Principles for setting goals that motivate employees
* Rewarding good performance effectively
* Key beliefs that affect people’s motivation
* How people’s individual needs affect their behavior
* Creating jobs that motivate
* How people assess and achieve fairness
* Causes and consequences of employee well-being
* How teams can contribute to an organization’s effectiveness
* The new team environment
* How groups became teams
* Why groups sometimes fail
* How to build an effective team
* Managing a team’s relationship with other teams
* Ways to manage conflict

Case Study:

* *Good to Great.* Jim Collins. <https://www.youtube.com/watch?v=B9pCV-cS5qU>

10. Professional Communications

Reading: Chapter 13

Learning Objectives:

* Advantages of two-way communication
* Communication problems to avoid
* When and how to use different communication channels
* How to become a better ‘sender’ and ‘receiver’ of information
* Downward, upward, and horizontal communication
* Working with the company grapevine
* Boundaryless organization and its advantages

Case Studies:

* *Steve Jobs Stanford Commencement Speech*. <https://www.youtube.com/watch?v=UF8uR6Z6KLc>
* Create your own LinkedIn profile

11. Organizational & Financial Controls

Reading: Chapter 14

Learning Objectives:

* Why companies develop controls
* How to design a basic bureaucratic control system
* Using budget as a control device
* Basic types of financial statements
* Financial ratios used as controls
* Procedures for implementing effective control systems
* How market and clan can control and influence performance

Case Study:

* *The Story of Salesforce*. <https://www.youtube.com/watch?v=gEj9u0M8cLg>

12. Entrepreneurship & Innovation

Reading: Chapters 6 & 15

Learning Objectives:

* Why people become entrepreneurs and what it takes
* How to assess opportunities to start a new business
* Common causes of success and failure
* Common management challenges
* How to increase your chances of success
* Good business planning
* How managers of large companies can foster entrepreneurship
* How technology fuels innovation
* Criteria for technology decisions
* Key ways of acquiring new technologies
* Elements of an innovative organization
* What it takes to be world class
* How to lead change effectively
* Strategies for creating a successful future

Case Studies:

* The Iconic True Life Story of Estée Lauder. <https://www.youtube.com/watch?v=tQyf50O7zFY>
* LEGO’s Comeback: From Nearly Bankrupt To $6 Billion <https://www.youtube.com/watch?v=IjcSKukg9IE>