MGIMO University
School of Government and International Affairs

General Management
Undergraduate Course Syllabus

Instructor
Anton V. Marushev

This syllabus is designed in accordance with the MGIMO Educational Standard for the Bachelor Program in International Affairs.

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Director MGIMO Library_____M.V. Reshetnikova

PART 1:
INSTRUCTOR INFORMATION, COURSE DESCRIPTION AND TEACHING METHODS

1.1 General information
- Full course title: [General Management]
- Type of course: [Elective]
- Level of course [B.A.]
- Year of study: [3rd]
- Number of ECTS credits allocated: [3]
- Name of lecturer(s) and office hours: Anton Marushev, office hours on demand, marushev@mail.ru

Instructor information: Anton graduated from MGIMO in 2007 and received Master of Business Administration degree from INSEAD Business School in 2014. He spent 7 years in different marketing and sales roles at Procter&Gamble in Russia and Switzerland and 4 years as management consultant at McKinsey&Company in Europe and Middle East. Over the past 11 years Anton has obtained deep practical knowledge of international management aspects at different levels of organizations, advised leading international companies on multiple management topics

1.2 Course aims and learning outcomes
This course seeks to develop a practical skillset that students will be able to apply in their future careers in management or public administration. This course combines fundamental management theory with immediate application of this theory in case-studies and role plays

Learning outcomes:
By the end of the course students should be able to:
- Gain understanding of key terms, theories and main concepts in the field of management and public governance
- Understand and apply main principles of process and project management
- Make effective managerial decisions and avoid cognitive biases
- Understand and apply basic techniques for effective time management
- Become better people managers with ability to lead, motivate and develop others
- Understand managerial ethics and corporate responsibility

1.3 Course requirements and grading plan
Course requirements
Students are required to attend not less than 80% of classes and to be active in class discussions. Reading of the assigned materials is beneficial, but not compulsory provided student has participated in the class. The course is designed to be as practical as possible, hence we will do a lot of case studies, exercises and role-plays in class. These in-class activities will not be graded, as our objective would be to learn and test different methods in the safe environment of the classroom. The only elements that would be graded are listed below:

Grading plan

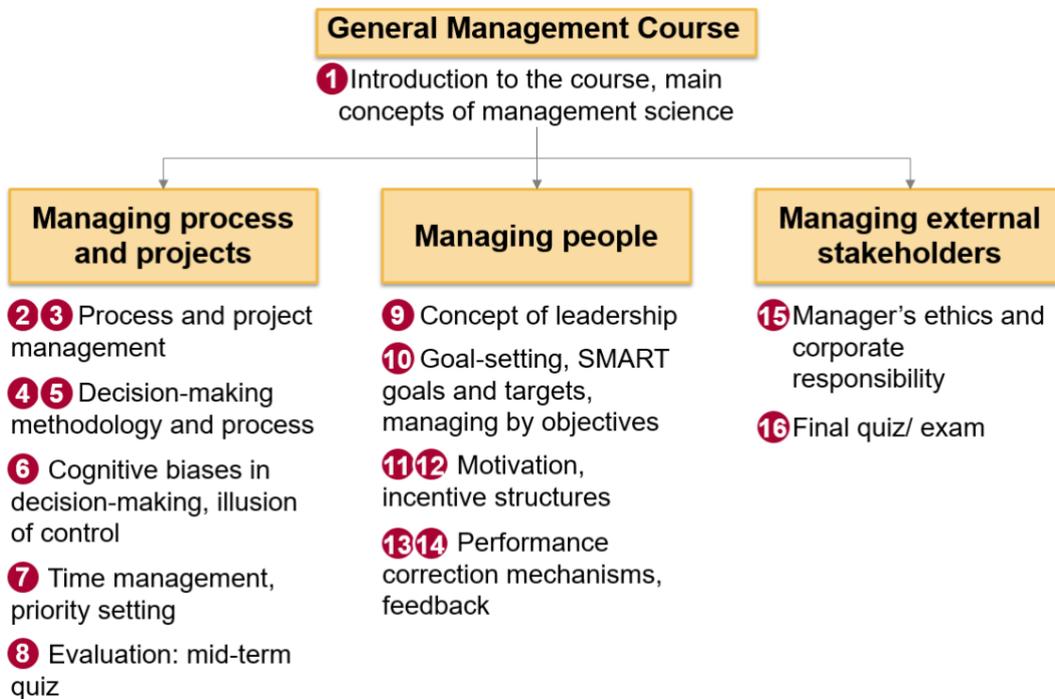| Element	Weight	Description
Class participation	30%	Attendance, participation in class discussions, usage of course concepts and techniques
Quiz	20%	Written evaluation that tests student's understanding of process management topic
Mid-term evaluation	25%	Written quiz that tests student's understanding of project and people management topics
Final evaluation	25%	Final evaluation that tests the general understanding of main management concepts discussed throughout the course

PART 2. COURSE CONTENT

2.1 Types of work

Types of work	Academic hours
Total	**108**
Total for lectures, seminars	***34***
Lectures	16
Seminars	18
Written tests and/or exam	
Homework	***74***
Written and oral home assignments	14
Preparation for lectures, seminars and written exam	60

2.2. Course content and readings by topic

The course is organized around 3 key areas of management theory application: managing process, managing people and managing external stakeholders

Class number and name	Topics	Readings (downloadable from Dropbox)
01 Introduction to management	– Getting to know each other: instructor intro, students intro, students' goals for the course, agreement on class norms – Defining management: what it is, why people and organizations study management, why we should study management at MGIMO SGIA – Course structure, grading, evaluation method	Peter F Drucker "On the Profession of Management" Chapters 1 and 2

Section 1: managing process and projects		
02 Process and project management intro	– What is a process, what is a project, why do we need them? – On-going operations in organization and project-based tasks: what is the difference? – How to manage processes and projects: planning, coordinating, controlling – In-class case: Tower	Project Management Institute "Project Management Body of Knowledge" – Chapter 1 "Introduction"
03 Process and project management continued	– Stages of the project, project lifecycle – Critical-path scheduling and its role in planning – Meetings, touch-points and their role in coordinating – Reporting and its role in controlling	Project Management Institute "Project Management Body of Knowledge" – Chapter 2 "Project lifecycle and organization"
04 Decision-making in organizations: intro	– Decisions by majority, unanimity, authority – Making decisions individually and in groups	Peter F Drucker "Effective decisions" (extract from "The Essential Drucker")
05. Decision-making in organizations: continued	– Separating good outcome and good decision – In-class case: Lost at sea	Peter F Drucker "The Rules Used by Surgeons to Make Decisions""
06 Cognitive biases in decision-making	– Illusion of control – The concept of "sunk cost" in decision-making – Priming, Anchoring – Confirmation bias, selection bias	"Judgement under uncertainty: Heuristics and Biases" by Amos Tversky and Daniel Kahneman "The illusion of control" by Spyros Makridakis, Robin Hogarth, Anil Gaba (extract from "Dance with Chance")
07 Priority setting and time management	– Basic concepts of time management – The Eisenhower Matrix – EADOS task-management methodology	Harvard Business Review "How to focus on what's important, not just what's urgent" by Alice Boyes, 2018
08 Evaluation: mid-term quiz	– Review of the course to-date – Mid-term evaluation	Selected course materials (will be sent over email)
Section 2: managing people		
09 Concept of leadership	– What is leadership, how is it different from management, what makes a good leader? – 5E leadership model: envision, engage, enable, energize, execute	Harvard Business Review "Crucibles of Leadership" by W. Bennis, R. Thomas
10 Goal-setting	– What is a goal, how to set a good goal – SMART criteria for goal-setting – How to track progress towards achieving the goal	Peter F Drucker "Making Work Productive and the Worker Achieving" (chapter 17 from "Management")
11 Motivation	– Main concepts from the theory of motivation – Internal and external motivation, monetary and non-monetary: pluses and minuses	Stephen R Covey extract on purpose and vision from "7 habits of highly effective people"

12 Incentive structure	– Different incentive types in the organization and existing incentives structures – In-class case: incentive structure for medical personnel	Alfie Kohn – extract from "Punished by Rewards: The Trouble with Gold Stars, Incentive Plans, A's, Praise and Other Bribes"
13 Performance issues and correction mechanisms	– Ways to enable strong and consistent performance in the organization – Pareto principle in performance tracking and management	James M. Lafferty "Swimmers and water-walkers"
14 Feedback	– What is feedback, what are the goals of giving feedback, how to give and receive feedback – In-class case: Difficult Situation	Harvard Business Review – "Feedback to People Who Cry, Yell or Get Defensive" by Amy Jen Su, 2016
Section 3: managing external stakeholders		
15 Ethics and corporate responsibility	– Ethics in business and politics – How to ensure ethical and responsible behavior in the organizations – In-class case: Enron	Henri-Claude de Bettignies "The Five Dimensions of Responsible Leadership" Marc Le Menestrel "Corruption: Drawing a Line in the Grey Zone"
16 Final evaluation	– Full course review – Final evaluation	Selected course materials (will be sent over email)

2.4. Exam timing
- Fall semester final evaluation – end of December

PART 3. FINAL REMARKS

- Plagiarism is considered a severe violation and an indication of incompetence in the course. Plagiarism is understood as making of one's text using compilation method for other people's publications, even connected with own phrases and sentences. Collective performance of individual tasks is unacceptable. Proven plagiarism will receive an F-mark regardless of the fulfillment of all other requirements.
- Assignments are to be handed in on the due date. Late submissions will not be accepted
- Dates for quizzes and other evaluations are announced beforehand, no additional dates for quizzes will be provided in case a student misses it
- Students are asked to keep a copy of all work submitted for evaluation