



UDAYANA UNIVERSITY

Republic of Indonesia State University

FACULTY OF ECONOMICS AND BUSINESS INSTITUT OF INTERNATIONAL BUSINESS STUDIES NETWORK

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IBSN PROGRAM (BA.02) Syllabus Business Management

This course is composed on Bachelor level (advanced / 3rd year / last term). It is part of different full degree study programs at Udayana University.

- A. Objective
- B. Method of Instruction
- C. Study Plan
- D. Reference Textbooks
- E. Course Assessment
- F. Workload
- G. ECTS
- H. Lecturer

A. Objective:

This subject provides a general overview of business management practices in order to develop greater understanding of how to effectively and efficiently manage a company within the current global business environment in order to achieve long term organisational goals and objectives.

This course is a standard subject for students majoring in management. The course will focus on several interrelated subjects in which provide a general overview of how to navigate the ever changing working environment and higher degree of competitiveness. This course comprises of topics related to globalization, business environments, culture, ethics and Corporate Social Responsibility (CSR), Strategic management Organizing, Planning and Decision Making, Leadership, Motivation, Groups and Teams, Communication and Negotiation, Controlling, and Organisational Change and Development.

Through this course we examine companies, organisational structures, government policies, technological developments, social demographic examples, human resources, including the affects of globalisation. This comprises of real situational examples from the past, present and future predictions. This course uses a range of case studies that help provide a useful approach to depict real life scenarios that are related to effectively and efficiently manage companies through ever continuous evolution of companies, competition and environments throughout the world.

B. Method of Instruction:

Combination of lectures, , case studies, group presentation, study visit, individual and group assignment are applied in the learning process.

C. Study Plan:

Week	Topics
1	Introduction This provides an overview of the general interrelated topics that will be covered through this course. Also introduction to the concept of Globalization that affects of components of all business undertaken throughout the world. At the end of this section students should:

	<ul style="list-style-type: none"> • Understand what is globalisation • Understand the effect globalisation has upon all business undertaken in the current world. • Provide an objective view of the Pro's and Con's of Globalisation from multiple points of view.
2	<p>Business Environments</p> <p>This chapter considers the fundamental effect of business environments in which is categorised as dynamic in nature due to the ever changing working environments. Both environments are made up of both the internal environments and external environments, in which have an affects of how a company is managed, sustained and develops. Upon the end of this chapter, students should:</p> <ul style="list-style-type: none"> • Understand the overall importance of business environments on how businesses operate sustainably in any market throughout the world. • Understand the difference between internal and external environments • Understand that business environments can effect every part of a company from the top-down. • Understanding the need for continuous 'Environmental scanning' to ensure positive competitive advantage.
3	<p>Culture</p> <p>This part examines the role of culture in undertaking business throughout different countries and examine the role of diversity in the current global business environment. By the end of this part, the students should :</p> <ul style="list-style-type: none"> ▪ Understand what is culture (this is done using culture theories: like Hofstede's, Trompenaars', and so on) ▪ Understand why culture is sensitive component of business that can either make a company advantageous and disadvantageous in undertaking business ▪ Understand how differences in culture can create a cultural clash or disorientation for both the local environment and the business environment. ▪ Understand why cultural sensitivity is crucial to maintaining effective and efficient business practice
4	<p>Ethics and Corporate Social Responsibility (CSR)</p> <p>This part examines the role of ethical business practices and how corporate social responsibility (CSR) can contribute to minimize ethical dilemmas that companies may face throughout the world, the students should:</p> <ul style="list-style-type: none"> ▪ Understand what is ethical decision making ▪ Understand why ethics is crucial to undertaking good business practices ▪ Be able to develop an understanding of how to navigate the business environment whilst considering the paramount role of ethics. ▪ Understand the role of Corporate Social Responsibility (CSR) Be able to explain why CSR is fundamental to increasing sales and consumer confidence
5	<p>Organizing</p> <p>This part examines the importance of understanding organizing companies effectively and efficiently within every working environment throughout the world. This includes the paramount importance of selecting and understanding the best organizational structure to suit the individual company. At the end the students should:</p> <ul style="list-style-type: none"> ▪ Understand the role of organizing in management ▪ the importance of selecting a structure that matches a company's vision and mission ▪ Understand the different organizational structures that can be applied ▪ Understand the pro's and con's of each organizational structure ▪ Being able to incorporate the ability of a company with its business environments in order to attain long term goals and objectives.

6	<p style="text-align: center;">Communication and Negotiation</p> <p>This chapter looks at the role of communication as the life-blood of every organization and focuses on the importance of understanding the role of negotiation in the current diverse working environments. Students should be able to:</p> <ul style="list-style-type: none"> ▪ Understand the communication process and the paramount role it has in any organization. ▪ Understand the differences of communication from both verbal communication and non verbal communication. ▪ Understanding the role of culture in the communication and negotiation process ▪ Be able to differentiate between negotiation styles and techniques Understand that effective negotiations can create positive long term outcomes for attaining long term organizational goals and objectives
7	<p style="text-align: center;">Strategic Management</p> <p>This chapter considers the role of strategic management in undertaking business throughout the world. This is done by looking at the ability of a company to deal with risk assessment and value creation in order to create positive outcomes for any company. By the end of this part, the students should:</p> <ul style="list-style-type: none"> ▪ Understand the key factors in strategic management ▪ Understanding the need for strategic management in dealing with risk and value creation in this ever changing competitive business environments. ▪ Be able to effectively navigate the business environment by minimizing risk associated with every business environment. ▪ Able to develop the creation of value for customers and for a company when undertaking business throughout the world.
8	<p style="text-align: center;">Planning and Decision Making</p> <p>This chapter looks at why managers or CEO's need to consider the importance of effective planning and decision making to achieve long term goals and objectives.</p> <p style="text-align: center;"><u>Mid-Term Examination</u></p> <p>Proving a capability for students to be assed during the mid-term semester to ensure that student fully understand previous topics in order to develop an overall assessment at the end of the semester.</p>
9	<p style="text-align: center;">Groups and Teams</p> <p>This part examines the role and dynamics of groups and teams in the current business environments throughout the world. By mastering this part, the students should:</p> <ul style="list-style-type: none"> ▪ Understand the difference between groups and teams. ▪ Understanding groups and teams working dynamics ▪ Be able to understand the role of importance groups and teams have in dealing with organizational issues and challenges. ▪ Understand how to effectively utilize groups and teams in developing the best possible outcome for any company.
10	<p style="text-align: center;">Leadership</p> <p>This section examines the paramount aspect of leadership within an organizational setting. it can be done through focusing on how people within a company can develop leadership abilities through training, situational and natural born instincts. By the end of this section, students should:</p> <ul style="list-style-type: none"> ▪ Understand the role of leadership ▪ Understanding the sources of power in which people can use in developing their leadership abilities. ▪ Understand the differences in leadership styles and in what situations are applicable or suitable. ▪ Developing leadership capabilities through understanding characteristics of each example of leadership in different working environments.

11	<p>Motivation</p> <p>This part examines the importance of motivation and reducing turnover within the organisational environment. By the end of this section, the students should:</p> <ul style="list-style-type: none"> ▪ Understand the role of motivation ▪ Understand the consequences of motivating employees. ▪ Understand the techniques of motivation in order to create positive organisational outcomes. ▪ Understanding the usage of wellness programs ▪ Developing effective motivation programs that support development, creativity and innovation.
12	<p>Controlling</p> <p>This part examines aspects of controlling effectively operations, human resources and capacities of companies to achieve goals and objectives. The student should understand:</p> <ul style="list-style-type: none"> ▪ How to control all company resources and capabilities to ensure attainment of goals and objectives. ▪ The different levels of control depending upon the organisations activities and capacity ▪ Financial control measures in which can maintain positive profitability and allocation of funds effectively. ▪ Develop understanding to effectively and efficiently allocate resources that can sustain positive growth.
13	<p>Organizational Change and Development</p> <p>This section examines the evolution of companies through organizational change and development in terms of continuous changes in the external environments: By the end of this part, the students should:</p> <ul style="list-style-type: none"> • Understand the reasons of undertaking change • Able to understand the change process • Being able to understand the benefits of undertaking change • Understanding that change is an on-going complex process
14	<p>Summary of Course</p>

Besides those topics, the course also provides a one – hour weekly lecture related to special topics, i.e. management behaviours in South East Asia. Group case studies in Strategic Management will be given four times in a semester.

D. Reference Textbooks:

1. Bucher, Richard D.: Diversity Consciousness: Opening Our Minds to People, Cultures and Opportunities, 2014
2. Deresky, Helen: International Management: Managing Across Borders and Cultures, New Jersey, 2016
3. Elashmawi, Farid: Competing Globally: Mastering Multicultural Management and Negotiations, Boston 2012
4. Hitt, Michael, Black, Stewart, and Porter, Lyman W.: Management Plus, New Jersey, 2011
5. Hofstede, Geert: Cultures and Organization: Software of the Mind, New York 2010
6. Robert, J.: The Modern Firm: Organizational Design for Performance and Growth, Oxford, 2007
7. Tompkins, Terry C.: Cases in Management and Organizational Behavior, New Jersey 2002
8. Ball, Donald A., et al.: International Business: The Challenge of Global Competition, New York 2009

E. Course Assessment

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| 1. Individual assignment | 15 % |
| 2. Group Case Studies Presentation | 10 % |
| 3. Mid-Term Examination | 25 % |
| 4. Written Final Examination | 50 % |

F. Workload

Workload: in class 30 hours, in total 146
Attendance: 75% (signature)

G. ECTS

6 ECTS

H. Lecturer

All lecturers in the B.A. program are full accredited at UDAYANA UNIVERSITY. They have been appointed to the Faculty of Economics and Business with all academic duties and rights. Lecturers can be changed without notice. For each term see updated table.

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