

# COMENIUS UNIVERSITY IN BRATISLAVA FACULTY OF MANAGEMENT

## MANAGEMENT

Doctor-level (PhD.) Program in the Field Economics and Management

*Instructors:* prof. Ing. Ján Rudy, PhD., doc. Mgr. Emil Wojčák, PhD.

### Course Objectives:

The course is designed to introduce doctor-level students to the theories, concepts, and practical applications of research in the field of management. The aim is to enlarge and enrich the student's theoretical knowledge. The course includes major issues of management theory starting with a brief introduction of management theory evolution, and ending with present trends of development. Students taking this course also will become acquainted in more depth with organizational dynamics including power and leadership.

### Class Format:

The class will integrate lectures and seminars.

### Course requirements:

To get 8 (eight) ECTS credits students will be asked to do a report on specific aspects of management (about 5 to 10 computer typewritten pages). This report could be based on their study and research related to the proposed dissertation thesis topic.

### Course Content:

- Evolution of Management Theory and Practice
- Management as a Process, Science, and Profession
- Organizational Behavior and Management
- Management in Global Business Environment – High-performance Organization
- Specific Features of Japanese Traditional Approach to Management.
- Organizational Design for Strategic Competency
- New Model of Organization
- Power, Leadership, and Organizational Politics
- Strategic Management as a Process

### Readings:

Robbins, S. P. – Judge, T.A.: Organizational Behavior, Prentice Hall, New Jersey, 2015.

Rudy, J. – Sulíková, R. –Lašáková, A. –Fratričová, J. – Mitková, Ľ.: Manažment a organizačné správanie, MV Wissenschaft, Münster, 2013

Rudy, J. – Sulíková, R. –Lašáková, A. –Fratričová, J. – Mitková, Ľ.: Organizačné správanie, UK Bratislava. 2013

Rudy, J. – Rudyová, J.: Human Resource Management in Japan, Verlag Harald Kupfer, 2008

Rudy, J.: Organization and Management of Japanese Industrial Firms, Alfa, Bratislava 1990

Rudy, J.: Management and Chaos Theory, Faber, Bratislava 1997

Uhl-Bien, M. – Schermerhorn, J. R. – Osborn, R. N.: Organizational Behavior, 13th Edition, John Wiley & Sons, Inc., 2013

SUPPLEMENTARY READINGS:

Harvard Business Review, The Economist, Management Today

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List of Questions for Dissertation Exam (PhD.) in the Program Economics and  
Management

**MANAGEMENT**

1. List and briefly describe the stages of management theory evolution (starting with F.W. Taylor's Scientific Management).
2. Management as a process, science, and profession.
3. Managerial roles and functions.
4. Social responsibility of management and managerial ethics.
5. Basic managerial skills and specific features of managerial work.
6. Management and Organizational behavior: Basic attributes of organizations, organization's purpose, mission and strategy.
7. Specify and briefly describe basic characteristics of high-performance organizations (HPO). Stakeholders, value creation, and customer satisfaction.
8. Contrast please the traditional Japanese vs. Western approaches to management.
9. Organizational design for strategic competence: contrast please classical mechanistic vs. organic approaches to organizational design.
10. Management in global business environment: describe please the basic characteristics of the new model of organization (such as flat, flexible, networked, international, and diverse organization).
11. The role of power in the organization. Formal and informal sources of individual power.
12. Describe please the basic approaches to leadership (trait theory, behavioral, and contingency theory).
13. Effective and efficient managerial communication – barriers to effective communication. Basic managerial communication skills.
14. Quantitative and behavioral techniques for managerial decision-making.
15. Describe please strategic management as a process.

Thesis for examination:

- Evolution of Management Theory and Practice
- Management as a Process, Science, and Profession
- Organizational Behavior and Management
- Management in Global Business Environment – High-performance Organization
- Specific Features of Japanese Traditional Approach to Management.
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