

Identification	Subject (code, title, credits)	Fundamentals of Management
	Department	Economics and Management
	Program	Undergraduate
	Term	Fall, 2026
	Instructor	Lala Novruzova
	E-mail	Lala.novruzova@khazar.com
	Classroom/hours	41 Mehseti street (Neftchilar campus), Khazar University, Khazar University Every Saturday from 8:45 am
Prerequisites	N/A	
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	Core textbooks: - Fundamentals of Management, 11th edition, Stephen P. Robbins, Mary A. Coulter and David A. De Cenzo Supplementary textbook: - SHRM Text books	
Course outline	This course offers a foundational overview of key management principles, concepts, and methods. It covers core managerial functions, including planning, organizing, leading, and controlling. Emphasis is placed on understanding the manager's role in driving organizational success and formulating effective strategies in a constantly evolving global business landscape. The course aims to equip students with a well-rounded understanding of management and its critical importance to organizational performance. By blending theory with practical insights, students will gain the skills needed to manage effectively in today's complex, international business environment.	
Course objectives	Understand the core functions of management Learn the basic roles of planning, organizing, leading, and controlling within organizations. Explain key management theories and their historical development Explore the evolution of management thought and how classical and modern theories influence today's practices. Apply decision-making and problem-solving tools Use both qualitative and quantitative methods to make effective managerial decisions. Analyze internal and external factors affecting organizations Identify how the business environment, change, and innovation impact organizational performance. Understand organizational structure, human resource management, and team dynamics Learn how organizations are designed, how employees are managed, and how teams function effectively.	

	• Examine individual and group behavior in the workplace Understand how personality, motivation, and behavior affect employee performance and relationships. • Explore motivation, leadership, and communication strategies Study how to inspire employees, lead teams, and communicate effectively in a managerial role.		
Learning outcomes	By the end of this course, students will be able to: • Describe the four fundamental functions of management and explain their application in organizational settings. • Compare and contrast major management theories and explain their historical development and relevance today. • Apply basic decision-making tools and techniques to analyze and solve managerial problems. • Evaluate how internal and external environments influence organizational planning and strategy. • Identify key elements of organizational structure and explain basic principles of human resource management and team effectiveness. • Analyze the impact of individual behavior and group dynamics on workplace performance and outcomes. • Demonstrate an understanding of motivation techniques, leadership styles, and effective communication in a managerial context.		
Teaching methods	Lecture		✓
	Practices		✓
	Group discussion		✓
	Case analysis		✓
Evaluation	Methods	Date/deadlines	Percentage (%)
	Midterm Exam	To be announced	30
	Attendance		5
	Activity		5
	Quizzes	To be announced	10
	Individual Projects	To be announced	10
	Final Exam	To be announced	40
	Total		100
Policy	Attendance: Students who exceed 25% absenteeism will be ineligible to take the final exam. The quizzes: There will be three quizzes throughout the course, consisting of multiple-choice, true/false, and short open questions. Each quiz will cover material from the classes up to that point and will be worth 5 points. Presentations/Project: Students will complete either group presentations or individual projects based on a given scenario. Groups will be assigned to analyze the situation using concepts learned in class. Group presentations will be graded on both the quality of the work and the effectiveness of teamwork. The group members will select their own leader. All group members will receive the same grade based on the group's performance. Individual projects will be graded separately. Cheating / Plagiarism and Use of Artificial Intelligence (AI) Any form of cheating or plagiarism in quizzes, assignments, projects, presentations, midterm exams, or final exams is considered a violation of academic integrity. In cases of cheating or plagiarism during quizzes, midterm		

	exams, or final exams, the assessment will be cancelled and a grade of zero will be assigned. The responsible use of Artificial Intelligence (AI) tools is permitted for learning purposes, including brainstorming, exploring ideas, supporting research, and improving the structure or clarity of students' work. However, AI-generated content must not replace a student's own analysis, critical thinking, or original contribution. Submitting work that is fully or substantially generated by AI as the student's own work is not permitted and may be treated as a violation of academic integrity. When AI tools are used in preparing an assignment, project, or presentation, students are expected to acknowledge their use and be able to explain and defend the ideas, analysis, and conclusions presented in their work. The use of AI tools during quizzes, midterm exams, and final exams is prohibited unless explicitly permitted by the instructor. Class Activities: Students will work in small groups to tackle real-world management challenges. Each group will receive a scenario and will have 20 minutes to develop a solution. Groups will then present their solutions, explaining their reasoning and identifying potential risks. The class will engage in feedback and discussion to explore various management strategies. This activity aims to help students apply management concepts, enhance problem-solving abilities, and build teamwork skills.
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Tentative Schedule			
Week	Date/Day Tentative	Topics	Textbook
1		Managing Today The Manager as Decision Maker: AI-Supported Decision Making	Chapter 1 Chapter 2
2		Important Managerial Issues	Chapter 3
3		The Management Environment	Chapter 4
4		Managing Change and Innovation	Chapter 5
5		Planning and Goal Setting	Chapter 6
6		Structuring and Designing Organizations	Chapter 7
7		Managing Human Resources and Diversity	Chapter 8
8		Midterm Exam	
9		Managing Work Groups and Work Teams	Chapter 9
10		Understanding Individual Behavior	Chapter 10
11		Motivating and Rewarding Employees	Chapter 11
12		Understanding Leadership	Chapter 12
13		Managing Organizational and Interpersonal Communication	Chapter 13
14		Controlling Work and Organizational Processes	Chapter 14
15		Final Exam	

