

Course Outline**Virtual Exchange Autumn Semester 2025****Course Title: Principles of Management****Number of ECTS-Credits: 6 ECTS****Format of the course:**

- ☒ synchronous online course (FIX timeslots)
- ☐ asynchronous online course (NO fix timeslots)
- ☒ mix of synchronous and asynchronous online course
- ☐ synchronous hybrid course (students can choose online OR on campus in FIX timeslots)
- ☐ asynchronous hybrid course (students can choose online OR on campus in NON-fix timeslots)
- ☐ mix of synchronous and asynchronous hybrid course
- ☐ other, namely:

Number of Students accepted

- ☐ Total number of students is limited to
- ☐ Total number of students is unlimited
- ☒ **Total number of virtual exchange students is limited to 6**
- ☐ Total number of virtual exchange students is unlimited

Responsible lecturer: Prof. Dr. Anya Nikoulina / Prof. Dr. Andreas Hinz**Link to lecturer's profile at FHNW:** <https://www.fhnw.ch/en/people/anya-nikoulina> and <https://www.fhnw.ch/de/personen/andreas-hinz>

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1. Course content

Principles of Management equips students with a solid foundation for understanding business decisions and operations, including planning, organizing, motivating, and controlling. In a dynamic and globalized world, professionals must think flexibly to navigate international business challenges while address stakeholder expectations.

This module covers key management functions—strategy and value chain activities—focusing on value creation and competitive advantage. Students learn to apply management concepts and frameworks to solve managerial challenges. They explore how global markets influence strategic decisions, how businesses can integrate sustainability into their operations, and how digital transformation shapes modern management practices.

More specifically, the module covers relevant topics such as

- Managerial Tasks and Responsibilities
- Understanding Competitive Advantage
- Strategic Management
- Value Chain Management
- Organization, Culture and Strategy
- Change and Project Management
- Management Controlling

2. Learning objectives

Subject-specific competences

Students are able to:

- explain management functions and how they integrate with the problem-solving cycle.
- recognize the role of global and ethical/sustainability considerations in management decisions and identify interests and influence of stakeholders on an organization and assess their impact on business decisions and strategies.
- explain how value chain activities contribute to achievement of goals, organizational effectiveness and competitive advantage.
- explain and apply concepts of strategic and operational planning and assess their role in achieving organizational success and apply managerial frameworks to develop solutions to management problems in specific contexts
- identify and explain how organizational structure and culture align with business strategy.
- apply managerial control systems to measure performance and enhance organizational effectiveness.

Methodological competences

Students are able to:

- analyze practical business and management problems, define clear objectives, and develop appropriate measures to address them effectively.
- apply basics of project management principles and tools to plan, execute, and evaluate projects, managing resources, timelines, and risks effectively

Self/Social Competences:

Students are able to:

- recognize the required level of competency for the course and take proactive responsibility in independently acquiring the necessary knowledge and skills to meet these expectations.
- collaborate in teams to establish rules, roles, and responsibilities for efficient and successful teamwork
- reflect on both their individual contributions and the overall team performance to identify

areas for improvement and growth

3. Prior knowledge and entry requirements

- As this module requires participants to be able to discuss complex issues fluently, a good level of English is required min. B2/C1 (CEFR), IELTS 5.5, TOEFL iBT 46-59 or equivalent
- There are no further formal entry requirements for this course.

4. Course structure and dates

Self-Study (mandatory reading, videocast, and quizzes)

Online Instruction Thursdays, 17.30 – 19:30 (Central European Time)

Course dates: 12 session ranging from 18 September till mid December 2025 (exact dates will be communicated by the beginning of the semester and take place in accordance with the semester programme)

5. Assessment

- ☒ Assessment with (online)presentation, report, groupwork, test etc. during semester
- ☐ Final written test on campus can be replaced for remote students with an additional assignment
- ☒ Final written test on campus can be replaced for remote students with oral examination (online)

6. Literature

Required

Kinicki, A. (2022). Management: A Practical Introduction, 10th Edition, McGraw Hill (e-Book)

7. Grading

☐ Pass-fail

☒ According to Swiss grading system (see below)

Mark	6.0	5.5	5.0	4.5	4.0	below 4
In words	excellent	very good	good	satisfactory	pass	fail