HSB
Hochschule Bremen
City University of Applied Sciences

HSB-Short Term Study Program 2026
Ocotober 2025

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a transatlantic joint project of the HSB-School of International Business and its partner universities in the U.S.A.

PRINCIPLES OF MANAGEMENT

Course dates: 1 June – 24 June 2026
Credit hours: 3 credit hours

Syllabus

Instructor:	Professor Dr. Joshua Sears	
	Cameron School of Business University of North Carolina Wilmington / UNCW	
	Assistant Professor of Management	
	Email: searsj@uncw.edu	

Schedule: Monday-Thursday 9.30 h – 12.45 h

Course Description:

Study of theories, research and concepts underlying the structure and processes of complex organizations. Emphasis on problem solving issues and applications in organizational design, leadership, motivation, and interpersonal communication.

Credit hours: 3

Additional Restrictions/Requirements: Junior or senior standing or admission to the Cameron School of Business.

University Studies: Approaches and Perspectives/Living in Our Diverse Nation, Approaches and Perspectives/Understanding Human Institutions and Behaviors.

Course Objectives:

This course provides a framework of how managers plan, organize, lead and control their organizations and the basic principles and techniques they need in successfully performing these
functions. At the end of this course, students will be able to

- ✓ *gain skills and competencies required for a managerial position.*
- ✓ *understand the management functions and how they are related to each other and applied.*
- ✓ *explain how external environment and its influence on organizations became a central issue in management.*
- ✓ *differentiate between task environment and general environments.*
- ✓ *understand the nature of managerial decision making and why decision making is an important aspect of good management.*
- ✓ *understand how human talent of the organization can be managed effectively and explain why strategic human resource management can help an organization to gain a competitive advantage.*
- ✓ *explain the nature of control and how organizational and employee performance are measured.*

Student Learning Objectives:

SLOs for any course that fulfills Living in our Diverse Nation:

- LDN 1. Analyze and interpret evidence of the influence of human diversity on the history and present culture of the United States. [Foundational Knowledge, Critical Thinking]
- LDN 2. Demonstrate an understanding of social and cultural influences in the U.S. that shape perspectives of various social groups, while considering the consequences of advantage and disadvantage. [Foundational Knowledge, Critical Thinking, Diversity]
- LDN 3. Evaluate theories and arguments related to the ways in which diversity has shaped and continues to shape identity and experience in the U.S. [Critical Thinking, Diversity]

SLOs for any course that fulfills Understanding Human Institutions & Behaviors:

- UHIB 1. Describe and explain major terms, concepts, methods, and principles in at least one of the social and behavioral sciences. [Foundational Knowledge]
- UHIB 2. Demonstrate the ability to integrate scientific principles and evidence to resolve conflicting claims in the social and behavioral sciences. [Critical Thinking]
- UHIB 3. Articulate how the social and behavioral sciences can provide explanations of social issues and inform public policy. [Critical Thinking]

Recommended Textbook (i.e., optional)
Fundamentals of Management, 11th edition (or any recent edition), Pearson 2020, by Stephen P. Robbins, Mary A. Coulter, David A. DeCenzo

Date	Topic	Chapters covered
Wednesday, June 3	History of Management; Management Environment	Chapter 1; Chapter 2
Thursday, June 4	Important Managerial Issues; Making Decisions	Chapter 3; Chapter 4
Monday, June 8	Planning and Goal Setting; Managing Entrepreneurial Ventures	Chapter 5; Chapter 7
Tuesday, June 9	Organization Design	Chapter 8
Wednesday, June 10	Exam 1: Chapters 1, 2, 3, 4, 5, 7, and 8	
Thursday, June 11	Managing Human Resources; Managing Groups and Teams	Chapter 9; Chapter 10
Monday, June 15	Individual Behavior; Motivating and Rewarding	Chapter 11; Chapter 12
Tuesday, June 16	Leadership and Trust; Managing Communication	Chapter 13; Chapter 14
Wednesday, June 17	Controlling Work and Organizational Processes	Chapter 15
Thursday, June 18	Exam 2: Chapters 11, 12, 13, 14, and 15	
Monday, June 22	Visit Beck & Co Brewery	
Tuesday, June 23	Closing Ceremony	

Grading

Two multiple-choice exams worth 40 points each	80 points
Participation	20 points
Total	100 points

Attendance
Attendance is required at all class sessions and after-class program activities. Absences will be penalized at 5 points each. Arriving late may also incur loss of points, especially if it happens regularly. If you miss four class days (i.e., 25% of the 16-day course) you will automatically receive a course grade of "F".

Exams
The exams are open-notes (i.e., you can use anything).

Course Policies
You are expected to follow all regular UNCW policies as outlined in the Code of Student Life. In addition, behavior in or outside the classroom that seriously detracts from the purpose of the study abroad program and/or reflects negatively on UNCW may result in a failing course grade and dismissal from the program (i.e., you get on a plane and go home with an "F").

Grading System:

German Grade	1,0 – 1,5	1,6 – 1,9	2,0 - 2,2	2,3 – 2,5	2,6 – 3,2	3,3 - 3,5	3,6 – 4,0	>4,0
US Grade	A	A-	B+	B	B-	C+	C	F
Qualifier	Excellent	Good			Satisfactory		Sufficient	Failing
Percentage	100-90 %		89-80 %			79-70 %		<70 %

- The program may be subject to change -