



Diploma in Administrative Assistant (677) – Business Management




Prerequisites: Basic Business organisational knowledge.	Corequisites: A Pass or better in Certificate in Business Studies or equivalence.
Aim: The Business Management course seeks to develop sound management concepts within candidates, as management plays a role in any future employment opportunity. Candidates are able to analyse, synthesize, and evaluate data from the other functional areas of business (e.g., marketing, finance, and production). Effective management requires decision-making abilities, long-range planning knowledge, human relations expertise, and motivational skills. The course looks at today's global business environment and management principles. Overview topics include types of business organisations, their structures, dynamics, administration, and work distribution functions such as directing, controlling and staffing, and the roles of women in management, problems of organisation and decision-making.	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
Special Requirements: The course requires a combination of lectures, demonstrations and discussions.	
Intended Learning Outcomes: 1 Understand the nature of Management. Be able to define the term <i>management</i> and explain the major challenges with which managers must deal. 2 Fully describe the social responsibility of managers and the managerial ethics. Understand the basic approaches to ethical decision making and corporate social responsibilities. 3 Understand International Management and Globalisation. Explain what globalisation is and how it affects firms and countries. Be able to identify and differentiate the major elements of the global environment. 4 Illustrate individual and group decision making. Describe the traditional model of decision making. Describe the conditions for when it is best to make decisions individually and when it is best to make them collectively.	Assessment Criteria: 1.1 Identify and discuss the primary managerial functions. 1.2 Explain the general roles involved in managerial work and the specific roles within each. 1.3 Explore and describe the dimensions of managerial jobs. 1.4 Discuss the primary skills required to be an effective manager. 2.1 Compare and contrast the efficiency and social responsibility perspectives. 2.2 Explain the strategic corporate social responsibility approach. 2.3 Explain the basic approaches to ethical decision making. 2.4 Explain the aspects of moral intensity. 3.1 Define the term <i>culture</i> and identify primary cultural dimensions. 3.2 Describe the international market entry strategies. 3.3 Explain the types of international organisation focus. 3.4 Discuss the benefits and challenges of managing across cultures. 3.5 Describe how to effectively manage multicultural teams. 4.1 Explore and account for the limits of rationality in the decision process. 4.2 Describe how risk and uncertainty affect decision making. 4.3 Describe the steps to facilitate group participation in decision making. 4.4 Describe the barriers to effective

<p>5 Define Strategic Management. Describe competitive advantage and be able to identify its components. Fully describe the strategic management process.</p>	<p>decision making and ways to overcome them.</p> <p>5.1 List and describe the dimensions of the general environment.</p> <p>5.2 Explain the forces in the industry and competitor environments.</p> <p>5.3 Discuss how to conduct an internal analysis of a firm's resources using value chain analysis.</p> <p>5.4 Be able to use SWOT analysis to describe the organisation's conditions and select the best strategy.</p> <p>5.5 Identify and explain business-level, generic strategies.</p> <p>5.6 Describe strategic actions used in strategy implementation.</p>
<p>6 Define planning and be able to explain its purpose. Differentiate between strategic, tactical, and operational plans.</p>	<p>6.1 Describe the interrelationship between an organisation's types of plans and the levels at which they are developed.</p> <p>6.2 Explain the planning process.</p> <p>6.3 Define budgeting as a planning tool.</p> <p>6.4 List and explain the characteristics of effective goals.</p>
<p>7 Explain the concepts of organisational structure and design. Define the concepts of differentiation and integration and their role in organisational structure and design.</p>	<p>7.1 Describe the concepts of formalisation, informalisation, centralisation, and decentralisation.</p> <p>7.2 Identify the common structures used by organisations and describe the strengths and weaknesses of each of these structures.</p> <p>7.3 Describe how environmental factors and the organisation's strategy influence organisational structure.</p>
<p>8 Explain why maximizing the potential of the firm's human resources is important for both a company's human resource management department and all managers. Describe how a firm's human resource capabilities affect its strategy.</p>	<p>8.1 Describe the key aspects of getting the right people in the right jobs.</p> <p>8.2 Define the effective methods for selecting job candidates.</p> <p>8.3 Describe various methods for providing employees feedback on their performance.</p> <p>8.4 Discuss the various compensation and reward systems used by firms.</p> <p>8.5 Discuss why managing diversity is increasingly important in the light of globalisation.</p>
<p>9 Define <i>leadership</i> and be able to discuss its significance in organisations. Compare managing and leading and differentiate between them. Analyze a leader's sources of power and issues in using power effectively.</p>	<p>9.1 Describe and contrast the roles of the leader, followers, and the situation in the overall leadership process.</p> <p>9.2 Discuss the extent to which national cultures create differences in effective leadership behaviors from one country to another.</p>
<p>10 Describe motivation. Analyse the motivational forces present in a specific situation. Identify the sources of an individual's motivation.</p>	<p>9.3 Explain the conditions that can substitute for, or neutralise, effective leadership.</p> <p>10.1 Describe motivation. Analyse the motivational forces present in a specific situation. Identify the sources of an</p>

<p>11 Define groups and teams. Describe the similarities and differences between groups and teams. Describe the factors that influence group formation and development.</p>	<p>individual's motivation.</p> <p>10.2 Differentiate between content and process theories of motivation and indicate how each can be helpful in analyzing a given motivational situation.</p> <p>10.3 Explain how job enrichment can influence an employee's motivation.</p> <p>10.4 Compare and contrast the various approaches to reinforcement and describe their relative advantages and disadvantages for use by managers.</p> <p>10.5 Describe how values and attitudes toward work can influence motivation.</p> <p>11.1 Analyze the various structural and behavioral characteristics of groups.</p> <p>11.2 Identify the advantages and disadvantages of self-managing, crossfunctional, global and virtual work groups and teams.</p> <p>11.3 Explain the differences in the various types of team competencies.</p> <p>11.4 Explain how managers can help their work groups develop into high-performing teams.</p>
<p>12 Describe why communication is vital for effective management. Define the basic process of communication.</p>	<p>12.1 Analyse the impact of the organisational context on communication.</p> <p>12.2 Identify key barriers to effective communication.</p> <p>12.3 Explain various approaches to overcoming communication barriers, including intercultural barriers.</p> <p>12.4 Describe the basic process of negotiation.</p>
<p>13 Define <i>operations management</i> and explain its importance within service and manufacturing firms. Describe key techniques and tools for enhancing product and service quality.</p>	<p>13.1 Explain common means of ensuring appropriate product quantity.</p> <p>13.2 Discuss tools for managing the appropriate timing of inventory and finished product.</p> <p>13.3 Describe methods for enhancing productivity and efficiency.</p> <p>13.4 Explain the principle roles of effective supply chain management in the operations of organisations.</p>
<p>14 Define <i>control</i> and explain its importance in organisations. Describe the basic elements of the control process and the issues involved.</p>	<p>14.1 Explain the concept of scope of control.</p> <p>14.2 Compare and contrast strategic, tactical, and operational controls. Identify the salient issues involved in each.</p> <p>14.3 Analyse the factors that determine the effectiveness of organisational controls.</p>
<p>15 Describe the internal and external forces for change in an organisation. Focus of change, including strategy, structure, systems, technology, culture, and staff.</p>	<p>15.1 Analyse the process managers in evaluating the need for change.</p> <p>15.2 Describe the process of organisational change.</p> <p>15.3 Explain common sources of resistance during the process of change. Discuss key approaches to overcoming such resistance.</p> <p>15.4 Define the choices managers must make</p>

	15.5 in managing change. Describe the most important elements involved in evaluating change outcomes.
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Recommended Learning Resources: Business Management

Text Books	<ul style="list-style-type: none"> • Modern Business Administration by Appleby. ISBN-10: 0273602829 • Intermediate 2 and Higher Business Management Course Notes by Ann Miller. ISBN-10: 1843724634 • Business Studies by Ian Marcouse. ISBN-10: 0340811102
Study Manuals 	BCE produced study packs
CD ROM 	Power-point slides
Software 	None