



Diploma in Management (890) – Organisational Management

Prerequisites: Basic business knowledge.	Corequisites: Completion of Certificate in Business Studies or equivalence.
Aim: An examination of the concepts of organisational efficiency and effectiveness, which introduces non-economic variables into the total management equation. The course stresses organisation structure and process as key determinants of organisational survival and success. Emphasis will be on affective dimensions, which view the organisation as an economic-socio-technical system. The roles, responsibilities, and contributions of the general manager will be emphasised.	
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 Understanding the importance of management to society and individuals 2 Understand the classical approach to management 3 Understand corporate social responsibility and business ethics 4 Describe the importance of diversity	Assessment Criteria: 1.1 Define the role of management 1.2 List and define the basic functions of management 1.3 Analyse working definitions of managerial effectiveness and managerial efficiency 1.4 Describe insights concerning what management careers are and how they evolve 1.5 Analyse knowledge of skills that help managers become successful 2.1 Be able to appreciate the work of Frederick W. Taylor, Frank and Lillian Gilbreth, Henry L. Gantt, and Henri Fayol 2.2 Describe the behavioral approach to management 2.3 Describe the management science approach to management 3.1 Define the term corporate social responsibility 3.2 Analyse useful strategies for increasing the social responsiveness of an organisation 3.3 Describe the process of planning, organizing, influencing, and controlling of social responsibility activities 3.4 Be able to implement practical plans for how society can help business meet its social obligations 3.5 Describe the relationship between ethics and management 4.1 Define diversity and its importance in the corporate structure 4.2 Describe the advantages of having a diverse workforce

		4.3	Be able to create an awareness of the challenges facing managers within a diverse workforce
		4.4	Describe the strategies for promoting diversity in organisations
		4.5	Discuss the role of the manager in promoting diversity in the organisation
5	Define planning and understand the purpose of planning	5.1	Describe the planning process
		5.2	Describe the relationship between planning and organisational objectives
		5.3	Identify the areas in which managers should set organisational objectives
		5.4	Describe the potential of a management-by-objectives (MBO) program
		5.5	Analyse how the chief executive relates to the planning process
		5.6	Describe the duties of planners and how planners can be evaluated
6	Understand the term decision making	6.1	Describe the decision-making process.
		6.2	Identify the various situations in which decisions are made
		6.3	Describe probability theory and decision trees as decision-making tools
		6.4	Identify groups as decision makers
7	Understand strategic planning	7.1	Define strategic planning and strategy
		7.2	Analyse the strategic management process
		7.3	Identify the impact of environmental analysis on strategy formulation
		7.4	Be able to use critical question analysis and SWOT analysis to formulate strategy
		7.5	Be able to use business portfolio analysis and industry analysis to formulate strategy
		7.6	Describe tactical planning and how strategic and tactical planning should be coordinated
8	Assess plans and planning tools	8.1	Define a plan
		8.2	Analyse the various dimensions of plans
		8.3	Describe the various types of plans
		8.4	Describe why plans fail
		8.5	Define forecasting
		8.6	Describe the advantages and disadvantages of various methods of sales forecasting
		8.7	Define scheduling
		8.8	Be able to use Gantt charts and PERT
9	Understand the organising function	9.1	Identify the complexities of determining appropriate organisational structure
		9.2	Describe the advantages and disadvantages of division of labor
		9.3	Analyse the relationship between division of labor and coordination
		9.4	Describe span of management and the factors that influence its appropriateness
		9.5	Define scalar relationships
10	Understand responsibility, authority, and	10.1	Describe the relationship between

delegation	<p>responsibility, authority, and delegation</p> <p>10.2 Describe how to divide and clarify the job objectives of individuals working within an organisation</p> <p>10.3 Identify the differences among line authority, staff authority, and functional authority</p> <p>10.4 Identify the issues that can cause conflict in line and staff relationships</p> <p>10.5 Analyse the value of accountability to the organisation</p> <p>10.6 Describe the delegation process</p> <p>10.7 Be able to design a strategy to eliminating various barriers to delegation</p> <p>10.8 Describe when and how an organisation should be decentralized</p>
11 Analyse the responsibilities of Human Resources department	<p>11.1 Identify how appropriate human resources can be provided for the organisation</p> <p>11.2 Define the relationship among recruitment efforts, an open position, sources of human resources, and the law</p> <p>11.3 Analyse the use of tests and assessment centers in employee selection</p> <p>11.4 Describe how the training process operates</p> <p>11.5 Define what performance appraisals are and how they can best be conducted</p>
12 Describe organisational change	<p>12.1 Define how change occurs in an organisation</p> <p>12.2 Describe the relative importance of change and stability to an organisation</p> <p>12.3 Describe the kind of changes which should be made within an organisation</p> <p>12.4 Describe how organisational change and stress are related</p>
13 Understand influence and communication in organisations	<p>13.1 Describe the relationship between influencing and emotional intelligence</p> <p>13.2 Identify interpersonal communication</p> <p>13.3 Describe the importance of nonverbal communication</p> <p>13.4 Describe formal organisational communication</p> <p>13.5 Define grapevine</p>
14 Define leadership	<p>14.1 Describe the relationship between leading and managing</p> <p>14.2 Analyse the different approaches to leadership</p> <p>14.3 Be able to use leadership theories</p> <p>14.4 Discuss emerging leader styles and leadership issues of today</p>
15 Describe motivation	<p>15.1 Describe the basics of human motivation</p> <p>15.2 Identify various human needs</p> <p>15.3 Analyse the importance of motivating organisation members</p> <p>15.4 Describe the various motivation strategies</p>




16	Analyse groups, teams, and corporate culture	16.1	Define the term group as used in the context of management
		16.2	Describe the difference between formal and informal groups
		16.3	Identify the types of formal groups that exist in organisations
		16.4	Describe teams and how to manage them
		16.5	Identify how to manage corporate culture to enhance organisational success
17	Understand people, attitudes, perception, and learning	17.1	Analyse employee workplace attitudes
		17.2	Discuss how to change employee attitudes
		17.3	Describe the impact of employee perceptions on employee behaviours
18	Describe the importance of encouraging creativity and innovation	18.1	Define creativity and analyse awareness of its importance in organisations.
		18.2	Be able to set guidelines for how to increase creativity in organisations.
		18.3	Define innovation and describe the relationship between creativity and innovation.
		18.4	Identify total quality as a base for spawning creative ideas.
		18.5	Demonstrate how to achieve quality and quality.
19	Define control	19.1	Identify the various kinds of control and how each kind can be used advantageously by managers
		19.2	Identify the relationship between power and control
		19.3	Discuss the various potential barriers that must be overcome to implement successful control
		19.4	Explore steps that can be taken to increase the quality of a controlling subsystem
20	Describe the role of information technology in an organisation	20.1	Describe the relationship between data and information
		20.2	Describe the main factors that influence the value of information
		20.3	Discuss the importance of an information system (IS) to an organisation
		20.4	Be to design a feasible strategy for establishing an IS
		20.5	Identify how to manage an IS effectively.
		20.6	Discuss the roles of networks like the Internet in handling information

Recommended Learning Resources: Organisational Management

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Text Books	<ul style="list-style-type: none"> • Management and Organisational Behaviour by Laurie J. Mullins. ISBN-10: 1405854766 • Management and Organisational Behaviour by Wendy Bloisi , Curtis Cook , Phillip L Hunsaker. ISBN-10: 0077111079 • Understanding Organisational Context: Inside and Outside Organisations by Claire Capon . ISBN-10: 0273676601
Study Manuals 	BCE produced study packs
CD ROM 	Power-point slides
Software 	None