



## Level 5 Diploma in Management (890) 139 Credits






<b>Unit:</b> Organisational Management	<b>Guided Learning Hours:</b> 300
<b>Exam Paper No.:</b> 3	<b>Number of Credits:</b> 30
<b>Prerequisites:</b> Business/office administrative knowledge.	<b>Corequisites:</b> Completion of Certificate in Business Studies or equivalence.
<p><b>Aim:</b> An examination of the concepts of organisational efficiency and effectiveness that introduces non-economic variables into the total management equation. The unit 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.</p>	
<b>Required Materials:</b> Recommended Learning Resources.	<b>Supplementary Materials:</b> Lecture notes and tutor extra reading recommendations.
<p><b>Special Requirements:</b> The unit requires a combination of lectures, demonstrations and discussions.</p>	
<p><b>Intended Learning Outcomes:</b></p> <p>1 The definition of levels, concepts, nature, role, importance and professionalism of management.</p> <p>2 Corporate obligations to shareholders, customers, employees, community, society and government.</p> <p>3 An understanding of the economic, social, political and technological forces influencing and transforming the competitive landscape of globalisation.</p>	<p><b>Assessment Criteria:</b></p> <p>1.1 Explain the nature of management functions and their importance at different levels.</p> <p>1.2 Explain management processes, skills and managerial challenges</p> <p>1.3 Describe the managerial functions and roles</p> <p>1.4 Define the skills managers need</p> <p>2.1 Describe the corporate social task environment responsibilities</p> <p>2.2 Analyse the approaches to social responsibility</p> <p>2.3 Describe strategic corporate social responsibility</p> <p>2.4 Define (i) ethical dilemma (ii) ethical standards</p> <p>2.5 Outline the frameworks for ethical decision making</p> <p>2.6 Identify subjects addressed in code of ethics and be able to design a code of ethics.</p> <p>2.7 Explain the corporate internal and external environments.</p> <p>3.1 Describe globalisation</p> <p>3.2 Explain the economic and political differences globalisation faces</p> <p>3.3 Identify the economic development, political and physical infrastructure dimensions</p> <p>3.4 Describe the importance of understanding cultural differences</p> <p>3.5 Explain an organisation's visible and invisible culture</p> <p>3.6 Analyse the reasons and ways organisations expand internationally</p> <p>3.7 Describe the functions of (i) World Trade Organisation (ii) World Bank (iii)</p>

<p>4 The decision-making process, conditions that influence decision making and quantitative techniques that help managers improve the overall quality of decision making.</p>	<p>International Monetary Fund 3.8 Identify the different regional economic trading blocs 3.9 Analyse the strategic behaviour of companies in an increasingly globalised world. 4.1 Describe the decision making models used by managers. 4.2 Outline individual decision making models 4.3 Demonstrate programmed and non programmed decisions 4.4 Explain advantages and disadvantages of group decision making 4.5 Demonstrate ethical decision making 4.6 Explain the decision making strategies</p>
<p>5 The differences between strategic and non-strategic decisions, and between functional, business-level, and corporate-level strategy.</p>	<p>5.1 Explain the reasons for adopting strategic management and planning 5.2 Describe competitive advantage 5.3 Describe the strategic management process 5.4 Explain the strategic objectives of an organisation 5.5 Analyse the role that risk, uncertainty, and trade-offs play in strategic decisions 5.6 Describe SWOT analysis in formulating strategy</p>
<p>6 Understand the purpose of planning, importance of the planning process, the types of plans and implementation process</p>	<p>6.1 Describe the advantages of planning and how organisations should respond to uncertainty 6.2 Explain strategic, tactical and operational planning 6.3 Describe the purpose and processes of Management by Objectives (MBO) 6.4 Compare and contrast Project Planning vs Project Management 6.5 Describe the functions and roles of corporate, business and functional levels 6.6 Describe the planning process and tools used in planning 6.7 Examine management planning functions and factors that influence planning.</p>
<p>7 The organisational structural activities and outline how an organisational structure affects organisational roles and performance.</p>	<p>7.1 Identify the nature and importance of organisational structure and the design principles. 7.2 Describe the elements of a business organisation 7.3 Explain the organisational structure types 7.4 Define span of control and factors that influence the span of management 7.5 Analyse the dimensions of an organisation external environment</p>
<p>8 The activities performed by Human Resource Management including the overall</p>	<p>8.1 Describe Human Resource functions 8.2 Explain the legal requirements of HRM</p>

<p>responsibility for recruitment, selection, appraisal, staff development and training, understanding and implementing employment legislation and welfare.</p>	<p>8.3 Describe an organisation's selection techniques and process  8.4 Outline orientation, training and development policy  8.5 Explain ways of maximising employee performance  8.6 Outline UK employment laws and regulations  8.7 Analyse strategic human resource management, human capital and social capital</p>
<p>9 Understand motivation theories; critical issues facing today's leaders and the need to understand the different views as to what motivates workers.</p>	<p>9.1 Explain Maslow's hierarchy of needs  9.2 Describe Herzberg's two factor  9.3 Describe McGregor's Theory X and Y  9.4 Describe Porter and Lawler's models  9.5 Define leadership  9.6 Compare the responsibilities of leaders and managers  9.7 Describe technical, interpersonal and conceptual skills  9.8 Explain the internal and external sources of motivation  9.9 Explain the theories of motivation  9.10 Explain the core job characteristics and process perspectives on motivation  9.11 Explain leadership skills and qualities needed in management and leadership roles.</p>
<p>10 The reasons for success and pitfalls involved in group and team participation; effective team participation, collaboration and team-building.</p>	<p>10.1 Describe the similarities and differences between groups and teams.  10.2 Explain the different types of groups  10.3 Describe the formation and development of groups and teams  10.4 Analyse the size, composition and differentiated roles and status of groups  10.5 Explain the causes of conflicts and how to deal with conflicts  10.6 Outline the process of transferring and encoding information from sender to receiver  10.7 Explain the communication tools of information technology  10.8 Compare formal and information communication channels  10.9 Describe the communication barriers  10.10 Explain the negotiation process and stages of negotiation  10.11 Analyse the process of managing groups and teams.  10.12 Assess the importance communication plays in negotiation.</p>
<p>11 Understand how Operations Management deals with the design and management of products, processes, services, supply chains, the acquisition, development.</p>	<p>11.1 Describe Operations Management  11.2 Explain Total Quality Management (TQM) concepts and techniques  11.3 Compare and contrast (i) Just-in-Time (JIT) systems vs (ii) Gantt charts, PERT/CPM charts</p>

<p>12 Understand how the control function of management can be a critical determinant of organisational success.</p>	<p>11.4 Explain work measurement techniques  11.5 Describe the utilisation of resources that firms need to deliver the goods and services their clients want</p> <p>12.1 Outline the broader perspective on control and explain what is good control; why are controls needed.  12.2 Describe how good control can be achieved and if multiple control strategies are feasible, how should the choice among them be made.  12.3 Explain the control process  12.4 Implement the balanced scorecard for establishing standards and performance measurement  12.5 Describe strategic controls, tactical controls and operational controls  12.6 Describe forces of change in organisations  12.7 Describe organisational development and approaches to change  12.8 Describe how organisational change entails new actions, objectives and processes for a group or team of people  12.9 Explain the principles of change management, employee training and development</p>
<p><b>Methods of Evaluation:</b> A 2½-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Organisational Management with a weighting of 100%.</p>	

### Recommended Learning Resources: Organisational Management

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