

Professional Diploma In Corporate Administration (PDCA): Part 1

BUSINESS ORGANISATION AND MANAGEMENT

SYLLABUS

DESCRIPTION

This subject educates students on the functions and desirable attitudes of an effective manager. A manager in order to be effective has to understand how individuals differ from one another, and how to use varying motivational techniques to improve the productivity of workers, whether they work in groups or individually. This subject educates students on how to be an effective leader and how to use power and politics in order to advance one's career in a firm. Finally, the latest trends in changes in organisational structure and culture in today's volatile business environment are explained.

LEARNING OUTCOME

On completion of this module, the student should be able to understand:

- The duties and the desirable attributes of an effective manager.
- How individuals differ from one another.
- What motivates individuals and groups.
- The art of communication.
- Effective leadership in business organisations.
- The prevalence of power and politics in organisations.
- The organisational structure and culture.
- The factors responsible for resistance to change.

LEARNING CONTENTS

Definition of Management

Planning Organising Leading and Controlling. Mintzberg's managerial roles.

Theories of Management

Frederick Taylor's Scientific Management, Henri Fayol, Systems theory, and Contingency perspectives of management.

Personality and Individual Differences

Understanding Personality, Attitudes, Perceptions, Emotions, Values and Beliefs.

Motivation and Expectancy theory

Motivation theories such as Maslow, Herzberg, Aldefer, McGregor, Adams' equity theory and Vroom's expectancy theory. Applied motivational practices in the workplace such as reward practices, job design practices and empowerment.

Team Dynamics

Types of groups such as formal, informal, temporary and permanent. Stages of group development. Factors affecting team performance. Comparison of individual vs group decision-making. Problems with group decisions such as group think and group polarisation.

Communication

The communication model, barriers in communication, the grapevine, differences in communication between genders and across cultures.

Leadership

Trait theories of leadership, behaviour theories of leadership such as Ohio and Michigan studies and Blake and Mouton's Managerial grid, contingency theories of leadership such as Fiedler, Hersey and Blanchard, Path-goal theory and Vrooms decision making model of leadership.

Power and Politics. Definition of Power

French & Raven's five bases of power.

Definition of Organisational Politics

Causes and techniques and how to reduce politics in the organisation. Impression management techniques.

Organisational Structure

Division of labour, span of control, centralisation and decentralisation, Mechanistic vs organic structure, simple structure, functional structure, divisional structure and matrix structure. Contingencies of organisational design such as size, technology, external environment, and strategy.

Organisational Culture

Definition. Rituals, myths, structures and symbols. Is culture an asset or liability?

Organisational Change

Lewins force field analysis model. Resistance to change. Team and individual interventions in organisational design. Change agents.

RECOMMENDED READING

1. **MAICSA STUDY MANUAL – Business Organisation and Management.**
2. **Hellriegel, D. & Slocum, J.W. (2007),** *Organisational behavior*, South-Western College Pub; 13 edition (2010)
3. **Laurie J. Mullins, (2007).** *Management & Organisational Behavior*, 8th ed. Financial Times Management/-Prentice Hall
4. **Martin John and Fellenz Martin, (2010)** *Organisational Behaviour & Management*, International Thomson Business Press; 4th Revised Edition.
5. **John W Newstrom, (2010)** *Organizational Behaviour at Work*, McGraw Hill 13th edition.
6. **Jason Colquitt, Jeffrey LePine, and Michael Wesson, (2010)** *Organisational Behaviour: Essentials for Improving Performance and Commitment*, Mc Graw Hill, 2nd edition.
7. **Ricky W. Griffin and Gregory Moorhead, (2009)** *Organizational Behaviour: Managing People and Organisations*, South Western College Pub; 9th edition.
8. **Paul H. Hersey, Kenneth H. Blanchars Dewey. Johnson, (2007),** *Management of Organisational Behaviour*, 9th ed., Prentice Hall.

9. **John Ivancevich and Robert Konopaske** (2010), *Organisational Behaviour and Management*, 9th ed. Mc Graw Hill/Irwin.
10. **Robert Kreitner and Angelo Kinicki** (2009) *Organisational Behavior*, 9th ed. Mc Graw-Hill/Irwin
11. **Debra L Nelson and James Campbell Quick**, (2010) *Organisational Behaviour: Science, The Real World and You*, 7th ed. South Western College Pub.
12. **Stephen P. Robbins and Timothy A. Judge**, (2010), *Organisational Behaviour*, 14th ed. Prentice Hall.
13. **John R. Schermerhon, James G Hunt, Richard N Osborn, and Mary Uhl-Bien** (2010) *Organisational Behaviour*, Wiley.
14. **Jason Colquitt, Jeffrey LePine, and Michael Wesson**, (2010), *Organisational Behaviour: Essentials for Improving Performance and Commitment*, 2nd ed. McGraw Hill/Irwin.
15. **Martin John and Fellenz Martin**, (2010) *Organisational Behaviour & Management*, 4th Revised edition, International Thomson Business Press.
16. **John W Newstrom**, (2010), *Organisational Behaviour*, 13th ed, South-Western College Pub

ADDITIONAL REFERENCE

17. **Plunkett, W. R., Attner, R. F., & Allen, G.S** (2007), *Management-meeting & exceeding customer expectations*, 9th edition Publisher-Thomson Learning
18. **Daft, R. L.** (2007), *The Leadership Experience*, 4th edition Publisher-Thomson Learning
19. **Yukl, G.** (2009), *Leadership in Organizations*, 7th edition Publisher - Prentice Hall