



COURSE MANUAL

C2: Management and Organisations

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About this course manual

How this course manual is structured

The course overview

The course overview gives you a general introduction to the course. Information contained in the course overview will help you determine:

- If the course is suitable for you
- What you will already need to know
- What you can expect from the course
- How much time you will need to invest to complete the course.

The overview also provides guidance on:

- Study skills
- Where to get help
- Course assignments and assessments
- Activity icons
- Modules.

We strongly recommend that you read the overview carefully before starting your study.

The course content

This course consists of 12 modules. Each module comprises:

- An introduction to the module content
- Module outcomes
- New terminology
- Core content of the module
- A module summary
- Case study/studies
- Assignments and/or assessments, as applicable

Resources

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of each module; these may be books, articles or websites.



Your comments

After completing Management and Organisations, we would appreciate it if you would take a few moments to give us your feedback on any aspect of this course. Your feedback might include comments on:

- Course content and structure.
- Course reading materials and resources.
- Course assignments.
- Course assessments.
- Course duration.
- Course support (assigned tutors, technical help, etc.)

Your constructive feedback will help us to improve and enhance this course.

Course overview

Welcome to Management and Organisations

This course is organised into 12 modules, addressing topics of management and organisational behaviour. The course begins with a micro focus, embarking from the individual level of analysis and then moving on to group behaviour in organisations. The modules that follow explore more macro issues at the organisational level of analysis, including decision making, communication, planning, structure, leadership, technology and globalisation, politics and power, culture and organisational change, conflict and negotiation. The details of course coverage in each of the 12 modules are as follows:

Module 1: Introduction to Management and Organisational Behaviour provides an overview of managerial challenges and changes in organisations today, as well as a discussion on organisational behaviour (OB). We discuss the importance of understanding members of organisations and the important role that they play in both the workplace and the success of the organisation.

Module 2: Individual Behaviour examines individual perception and attribution and the role of personality in a work environment. The block will also review individual needs and motivation theories and explain their importance today in managing. We will also discuss diversity in the workplace and the impact this has had on human relations management.

Module 3: Groups in Organisations discusses the effect of relationships in groups, and the distinctions between group and individual behaviour. A distinction will be made between groups and teams, and the effect that groups have on work design.

Module 4: Decision Making illustrates the importance of understanding models of decision making, and highlights some of the primary distinctions between individual and group decision making. As well, there is a discussion on matching people with decision-making status.

Module 5: Communication highlights the functions of communications within organisations and identifies both channels of and barriers to communication. The impact and management of cross-cultural communication is also examined.

Module 6: Organisational Structure identifies traditional structural characteristics, and focuses on the impact of structure on behaviour in organisations. We will examine the distinctions between mechanistic and organic structures, and review the nature of boundary-less organisations.

Module 7: Leadership considers various characteristics of leadership:



traditional theories of leadership as well as the role of leadership in sharing a vision, and fostering a work environment that facilitates the realisation of planned objectives. In addition, we will examine various types of leadership opportunities across a number of different levels and functional areas within the organisation.

Module 8: Organisational Environment discusses the components of an organisation's external environment, and various managerial, strategic, and behavioural responses to environmental demands. This module will also review contingency theory, and discuss its application to organisations today.

Module 9: Politics and Power considers politics in the workplace: the source of political behaviour and various approaches to managing and mitigating political behaviour. We will also define power and discuss diverse types of power, as well as review various influence tactics employed by people in the workplace.

Module 10: Organisational Culture examines how culture is formed, and how we are able to understand and respond to culture. This module also addresses the various challenges in changing organisational culture; why it is difficult, and how we might affect cultural change.

Module 11: Organisational Change examines various conceptual models of change, strategies of change and the challenges that emerge from successfully implementing change applications. We will also review work stress and various approaches to managing stress.

Module 12: Conflict and Negotiations reviews the various sources and types of conflict in organisations, and identifies diverse approaches to managing conflict effectively. This module also focuses on negotiation process and strategy, in an effort to enhance effective negotiating skills.

C2 Management and Organisation is this course for you?

This course is intended for any person or MPA/MBA students who are inspired to take a serious interest in management in organisations and lead the people in the organisation towards achieving the organisational goals. This course begins with the individual level of analysis, then moves on to group behaviour in organisations, and finally explores more macro issues at the organisational level.

Course outcomes

Upon completion of this course Management and Organisations, you should be able to:



Outcomes

- *describe* and explain the primary influences of distinct individual perceptions, attributions, personalities, needs and sources of motivation.
- *distinguish* between group and individual behaviour, and identify the primary stages of group development, decision-making styles, and sources of effective group performance.
- *discuss* the importance of effective communication in organisations, throughout the hierarchy, and cross-functionally.
- *assess* the impact of structure on the behaviour within organisation, models of structural attributes, merits of departmentation, and structural ‘fits’ with organisations and industries.
- *identify* the importance of variables that are external to the organisation, and have some understanding of successful integration of these influences on behaviours and strategies within organisations.
- *evaluate* the pervasive influence of leadership, power and politics and organisational culture on shaping the behaviour and overall success of organisations.
- *critically* comment on the merits and shortcomings of conflict, and apply managerial and negotiation skills that serve to manage conflict in organisations.

Timeframe



How long?

This course will take approximately 120 hours of study time.



Study skills



Study skills

As an adult learner your approach to learning will be different to that from your school days: you will choose what you want to study, you will have professional and/or personal motivation for doing so and you will most likely be fitting your study activities around other professional or domestic responsibilities.

Essentially you will be taking control of your learning environment. As a consequence, you will need to consider performance issues related to time management, goal setting, stress management, etc. Perhaps you will also need to reacquaint yourself in areas such as essay planning, coping with exams and using the web as a learning resource.

Your most significant considerations will be time and space i.e. the time you dedicate to your learning and the environment in which you engage in that learning.

We recommend that you take time now – before starting your self-study – to familiarise yourself with these issues. There are a number of excellent resources on the web. A few suggested links are:

- <http://www.how-to-study.com/>

The “How to study” website is dedicated to study skills resources. You will find links to study preparation (a list of nine essentials for a good study place), taking notes, strategies for reading text books, using reference sources, test anxiety.

- <http://www.ucc.vt.edu/stdysk/stdyhelp.html>

This is the website of the Virginia Tech, Division of Student Affairs. You will find links to time scheduling (including a “where does time go?” link), a study skill checklist, basic concentration techniques, control of the study environment, note taking, how to read essays for analysis, memory skills (“remembering”).

- <http://www.howtostudy.org/resources.php>

Another “How to study” website with useful links to time management, efficient reading, questioning/listening/observing skills, getting the most out of doing (“hands-on” learning), memory building, tips for staying motivated, developing a learning plan.

The above links are our suggestions to start you on your way. At the time of writing these web links were active. If you want to look for more go to www.google.com and type “self-study basics”, “self-study tips”, “self-study skills” or similar.

Need help?



Help

Is there a course web site address?

What is the course instructor's name? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a teaching assistant for routine enquiries? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a librarian/research assistant available? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a learners' resource centre? Where is it located? What are the opening hours, telephone number, who is the resource centre manager, what is the manager's e-mail address)?

Who do learners contact for technical issues (computer problems, website access, etc.)

Assignments



Assignments

There are two Tutor-Marked Assignments (TMA) in this course; each contributing 20 per cent to the total assessment of this course. The details on the procedures for the TMAs are in the Course Guide.

The deadlines for students to submit the two TMAs can be found in the institutional guidelines as well as the LMS.

The format followed for the case study assignments to be used in this course is in the case study handbook.



Assessments



Assessments

As the end of the semester, a Final Examination is held and contributes 60 per cent to the total assessment of this course. Hence total assessment comprises of:-

Assignment 1	20%
Assignment 2	20%
Final Examination	60%
Total	100%







For more details about the Final Examination, please refer to your institutional guidelines , and the samples of the Final Examination Question Paper available in the LMS.

Getting Around this Course Manual

Margin icons

While working through this course manual you will notice the frequent use of margin icons. These serve to “signpost” a particular piece of text, a new task or change in activity; they have been included to help you to find your way around this course manual.

A complete icon set is shown below. We suggest that you familiarise yourself with the icons and their meaning before starting your study.

			
Activity	Assessment	Assignment	Case study
			
Discussion	Group activity	Help	Note it!
			
Outcomes	Reading	Reflection	Study skills
			
Summary	Terminology	Time	Tip