

DBS SCHOOL OF BUSINESS

LJMU DEGREE PROGRAMMES

MODULE PROFORMA

Module Title: Management

Level: 2

Assessment: Continuous Assessment: 30%

Examination: 70%

Prerequisites: Business Organisation or
Business for Accounting Students

Credits:12

Objectives:

- To develop in students insight into the dimensions of the management function in the successful management of a variety of business organisations
- To equip students to examine and learn from the historical development of management theory and practice, relating it to the modern context
- To empower students to critically review current management theory and practice and to develop awareness of key managerial abilities and skills
- To build student awareness of the problems and challenges of managing business organisations.
- To examine contemporary issues in management today (CSR, ethics, e-business, global competition)

Learning Outcomes:

On completion of this module, students should be able to:

- Display detailed knowledge of current management concepts, challenges and opportunities
- Display advanced managerial skills, initiative and creativity in appropriate business contexts
- Demonstrate analytical and problem-solving skills, as well as other transferable skills
- Exercise appropriate judgement in the selection of suitable management approaches to a variety of business situations
- Express a holistic comprehension of the multi-disciplinary nature of management
- Work effectively in teams while developing their interpersonal skills.

Syllabus:

Evolution of Management Theory

- Historical evolution of management theories: the pre-modern era, classical approaches, HR approach, the system and contingency approach. Defining management, Functions and roles of management, Essential managerial skills.

The Management Environment

- The changing economy, Globalisation, Global competition (Hofstede and GLOBE research). E-business, Impact of technology on the management process.

Managerial Ethics & Corporate Social Responsibility

- Criteria for ethical decision-making; Factors affecting ethical choices; What is social responsibility; Approaches to sustainability; Evaluating corporate social performance; Managing company ethics and

Social responsibility; ethical leadership; balancing the needs of various stakeholders; ethical challenges in turbulent times.

Planning & Decision Making

- Planning and understanding the concept of strategy, Criticisms of planning, Levels of planning, Planning and performance, Management By Objectives (MBO), Strategic planning process, Decision-making process, Common decision making errors, Decision making styles, Group decision-making.

Organisation

- Elements of organisational structure, work specialization, unity of command, span of control, authority and responsibility, centralization versus decentralization and departmentalization, Mechanistic versus organic organisation, Organisation design, Organisational culture.

Human Resource Management

- The HRM Process, Employment planning; employee assessment and job analysis. Recruitment and selection, Interviews as a selection tool, Training, Typical training methods, Performance management and other appraisal methods.

Leadership & Communications

- Motivation process, Introduction to motivation theories, Developing interpersonal skills, Conflict management; views, sources and dimensions. Categories of change, The change process. Stress as a result of change.

Control

- Concept of control, Approaches to control systems, The control process, Qualities of an effective control system, Types of control, Ethics and control, Contemporary issues in control.

Managing Entrepreneurial Ventures

- The context of entrepreneurship; Social responsibility and ethical issues facing entrepreneurs. Start-Up and Planning Issues; Identifying environmental opportunities and competitive advantages, Researching the Venture's feasibility. Organising Issues; HRM Issues in Entrepreneurial Ventures. Personality Characteristics of Entrepreneurs. Controlling Issues; Managing growth and downturns.