

Liverpool John Moores University

Title: MANAGING PEOPLE & ORGANISATIONS
Status: Definitive
Code: **5017SERBM** (117939)
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School
Teaching School/Faculty: South Eastern Regional College

| Team | Leader |
|----------------|--------|
| Michael Franco | Y |

Academic Level: FHEQ5
Credit Value: 24.00
Total Delivered Hours: 78.00
Total Learning Hours: 240
Private Study: 162

Delivery Options

Course typically offered: Standard Year Long

| Component | Contact Hours |
|-----------|---------------|
| Lecture | 52.000 |
| Tutorial | 26.000 |

Grading Basis: 40 %

Assessment Details

| Category | Short Description | Description | Weighting (%) | Exam Duration |
|----------|-------------------|---------------------------------------|---------------|---------------|
| Essay | Essay | Individual assignment of 4,000 words. | 100.0 | |

Aims

The aim of this module is to provide students with an understanding of the issues associated with managing people in work environments and appreciate how the changing nature of work impacts on individuals and groups within the organisation.

The aims of the module are:

- a) To provide an understanding of the different approaches to management.*
- b) To examine the role of the manager within the modern working environment.*
- c) To provide an understanding of the relationship between organisational culture*

and structure and its impact on individual/group behaviour.
d) To examine the use of motivational theory in organisations.

Learning Outcomes

After completing the module the student should be able to:

- LO 1 Apply different approaches to management and the functions they perform in different organisations.
- LO 2 Critically analyse the impact that different approaches to management may have on workers.
- LO 3 Compare and contrast different organisational structures and culture and explain how structure and culture impacts on the performance of the business.
- LO 4 Analyse the motivational theories used in different organizations by management and evaluate their effectiveness.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

| | | | | |
|-------|----|----|----|----|
| Essay | LO | LO | LO | LO |
| | 1 | 2 | 3 | 4 |

Outline Syllabus

Content for the module includes:

Development of management thought: scientific management; classical administration; bureaucracy; human relations approach; systems approach; contingency approach.

Functions of management: planning; organising; commanding; coordinating; controlling

Managerial roles: interpersonal; informational; decisional.

Nature of managerial authority: power; authority; responsibility; delegation; conflict.

Motivation theories: Maslow's Hierarchy of Needs; Herzberg's Motivation – Hygiene theory; McGregor's Theory X and Y; Vroom and Expectancy theories; Maccoby, McCrae and Costa – personality dimensions.

Motivation and performance: rewards and incentives; motivation and managers; monetary and non-monetary rewards.

Types of organisation and associated structures: functional, product-based, geographically based, multi-functional and multi-divisional structures, matrix, centralisation and decentralisation; organisational charts; spans of control; internal and external network structures; flexible working.

Organisational culture: classification of organisational culture – power culture, role culture, task culture, person culture; cultural norms and symbols; values and beliefs; development of organisational culture.

Learning Activities

A range of pedagogical methods will be used for learning. Within sessions formal academic input will act as a means of providing students with the appropriate theoretical knowledge. To enhance the teaching of this module a range of practical approaches will be used. These will include case-studies, role-plays, decision making and problem solving activities, group discussions, student presentations. Use of the VLE will be used to encourage independent learning for this module.

References

| | |
|------------------------|---------------------------------------|
| Course Material | Book |
| Author | Jones, G R and George, J M |
| Publishing Year | 2010 |
| Title | Essentials of Contemporary Management |
| Subtitle | |
| Edition | |
| Publisher | McGraw – Hill International |
| ISBN | |

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|------------------------|------------------------------------|
| Course Material | Book |
| Author | Brooks, I |
| Publishing Year | 2009 |
| Title | Organisational Behaviour |
| Subtitle | Individuals, Groups & Organisation |
| Edition | |
| Publisher | FT Prentice Hall |
| ISBN | |

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|------------------------|----------------------------------|
| Course Material | Book |
| Author | Adams, J |
| Publishing Year | 2006 |
| Title | Managing People in Organisations |
| Subtitle | Contemporary Theory & Practice |
| Edition | |
| Publisher | Palgrave Macmillan |
| ISBN | |

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|------------------------|----------------------------|
| Course Material | Book |
| Author | Clegg, S et al |
| Publishing Year | 2008 |
| Title | Managing and Organisations |
| Subtitle | |

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|------------------|-------------------|
| Edition | |
| Publisher | Sage Publications |
| ISBN | |

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|------------------------|-----------------|
| Course Material | Book |
| Author | Weightman, J |
| Publishing Year | 2004 |
| Title | Managing People |
| Subtitle | |
| Edition | |
| Publisher | CIPD |
| ISBN | |

Notes

This module has been designed to introduce students to the different approaches to management and the functions and roles that managers perform in the work environment. It examines the changing nature of work organisations addressing the concepts of organisational structure, power, authority and culture. Students will be able to apply the concepts discussed to a range of chosen organisations so that comparisons and contrasts can be made.