

Liverpool John Moores University

Title: Managing People and Organisations
Status: Definitive
Code: **6003LBSAF** (122024)
Version Start Date: 01-08-2021

Owning School/Faculty: Business and Management
Teaching School/Faculty: Business and Management

Team	Leader
Karen Godfrey	Y

Academic Level: FHEQ6
Credit Value: 20
Total Delivered Hours: 36
Total Learning Hours: 200
Private Study: 164

Delivery Options

Course typically offered: Semester 1

Component	Contact Hours
Lecture	11
Online	11
Seminar	11

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Report	AS1	Individual Report 2000 words	20	
Exam	AS2	Closed Book Examination	80	3

Aims

The aim of this module is to provide students with an understanding of management issues/decisions and their impact on individuals and the organisation as a whole.

The aims of the module are:

- a) To provide an understanding of strategic management issues.*
- b) To examine the competitive environment.*

- c) To examine the role of managers/leaders within the organisation.
 d) To provide an understanding of the relationship between culture and its impact on individual behaviour.

Learning Outcomes

After completing the module the student should be able to:

- 1 Compare and contrast alternative approaches to strategic planning.
- 2 Apply and analyse the competitive environment in which a business operates.
- 3 Apply different approaches to leadership and management for the development of organisational relationships & business projects.
- 4 Analyse and evaluate a need for change within business.

Learning Outcomes of Assessments

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

Individual Report 2000 words	2	4	
Closed Book Examination	1	3	4

Outline Syllabus

1. Strategy:

Definitions, levels & stages of rational approach, strategic development including emergent/incremental/political/resource based view.

2. The Business Environment:

Macro/Micro environments, Porters Diamond, Porters five forces, LoNGPEST analysis, Globalisation, Risk factors.

Competitive advantage & strategies to gain competitive advantage (value, rarity, sustainability, etc..), sources, types and quality of competitor data for competitor analysis.

3. Managing People:

Management styles & issues, concepts of power, authority, delegation & empowerment.

Leadership approaches such as personality/traits, style, contingency, transactional/transformational.

HR issues such as policies/procedures, appraisals, coaching/mentoring, resolving poor performance, health & safety.

Performance management frameworks - target setting, MBO, balanced scorecard.

4. Managing Organisations:

Culture - definitions, levels, influence, cultural web, models, managing different cultures.

Structures - types & their impact on project achievement, effective project managers, role of accountant & key players in a project, project stakeholders, project team

lifecycle, leading & motivating project teams.

Teams - building, managing & leading, motivating, effective and problematic teams.

Communication - process, types, problems, effective communication skills for accountants, non-verbal, feedback, influence, negotiation skills.

Managing conflict - sources & causes of conflict, types of, strategies to manage conflict.

5. Managing Change:

Change - types and triggers, stage model, principles of change management, problems with change, resistance & managing resistance.

Learning Activities

Lectures, seminars and on-line activities to be completed on weekly basis.

Notes

This module has been designed to provide students with a comprehensive understanding of the roles/functions of management within the organisation. Students will be able to apply the concepts discussed to a range of chosen organisations so that comparisons and contrasts can be made.