

## Liverpool John Moores University

Title: Managing People and Organisations  
Status: Definitive  
Code: **6503AFYPC** (123191)  
Version Start Date: 01-08-2021

Owning School/Faculty: Business and Management  
Teaching School/Faculty: YPC International College (Kolej Antarabangsa YPC)

Team	Leader
Michael Franco	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.