COMPREHENSIVE MANAGEMENT THEORIES, SKILLS & PRACTICES

Levels 1, 2 and 3
(Foundation, Intermediate 1 and Intermediate 2)

ISM

International School
Of Management

UNLOCKING KNOWLEDGE

INTRODUCTION

This course typically introduces students to the significance and relevance of managers in business organizations highlighting their practical roles and functions especially in the 21st century businesses of constant change and technology driven environments. The content includes an introduction to organisations, the need for and the nature of management. It examines the evolution of management theories, organisational environments, corporate social responsibility and value/implications of ethical dealings in businesses. The course also includes a detailed investigation of the four functions of management: planning and decision making, organising, leading and motivating, and controlling.

This course will provide students with a framework to understand the introductory structure and dynamics of Management. In addition, this hands-on class intends to provide students with a deep understanding and practical skills for managing an organization in a globalized business environment heavily influenced by digital, interactive, viral, Web 2.0, Web 3.0, Social Media, and High Tech Innovation Knowledge environments

This course differs from other courses in management as it focuses first on the initial stages of Management and connects same to the reality of modern day experience of technology based management practice. While we cannot avoid the discussion and analyses of some issues generic to management; we will emphasize Business Management with an eye on strategy, entrepreneurship, management of knowledge, technology, innovation, leadership, and teamwork.

Arranged is a staged delivery of 3 clear levels; foundation, intermediate 1 and intermediate 2; the course can be taken all at once over a period of three weeks or staggered over a longer period. A different certificate is issued upon the completion of each stage of this multi-level management course, which is designed for the high performance manager who works or plans to work in critical business or management role.

The course uses case studies from all over the world and includes several best practice readings in high tech, strategy, entrepreneurship, management of knowledge, technology, innovation, leadership, and teamwork related to Management. This course is based on two principles for effective learning: (1) action or activity based learning and (2) team based learning. Students in this course are required to actively contribute to discussions and will undertake other activities either as individual and/or as part of a team.

LEARNING OUTCOMES

a. Define the concept of management and discuss why organizations are needed, why managers are necessary, and why management is a challenge.

b. Describe the communications process; discuss barriers to communication and suggest remedies to overcome communications difficulties.

c. Explain why planning is needed in organizations and why long-term objectives are necessary for successful planning.

d. Identify and differentiate between the various tools and processes used in planning; compare the advantages and disadvantages of the participatory approach to planning.

e. Identify the essential characteristics of decision making and indicate the range and types of decisions a manager is asked to make.

f. Differentiate between the various types of organizational structures and patterns.

g. Explain the importance of delegation in organizations and describe the relationship between authority, responsibility and accountability.

h. Describe the characteristics of the informal organization and discuss the role it plays in a company.

i. Discuss the relationship between the organizational structure and human resource planning and staffing.

j. Discuss the importance of employee training and development and suggest major benefits that can be derived from effective training programs.

k. Analyze the leadership function, recognizing leadership as the relationship between a supervisor and subordinates in an organizational environment.

l. Recognize the symptoms of organizational conflict, describe its sources, and discuss the manager's role in conflict management.

m. Recognize the link between planning and controlling, and the various means by which managers measure and compare performance to objectives.

n. Explain why financial controls are used by organizations as the predominant means of control.

o. Discuss the phases of change management and describe the role and limitations of the manager in the change process.

p. Discuss the impact of productivity on corporate and managerial success.

COURSE OUTLINE

I.   **Managers and management**
   A.   Who managers are and where they work
       1.   Functions of management
       2.   Roles of management
   B.   The importance of studying management
       1.   Th e systems approach
       2.   The contingency approach

II. **The changing face of management**
   A.   Changes in the environment
       1.   Global compe tition
       2.   What society expects from managers
   B.   The contemporary manager
       1.   Managers as empowering coaches
       2.   Ethics

III. **Foundations of planning**
   A.   Defining planning
   B.   Planning in uncertain environments
   C.   Types of plans
       1.   Specific plans
       2.   Standing plans
   D.   Organizational strategy

IV. **Planning tools and techniques**
   A.   Assessing the environment
       1.   Forecasting
       2.   Benchmarking
   B.   Budgets
   C.   Tactical planning tools
       1.   Scheduling
       2.   Break - evenanalysis
       3.   Queuing theory

V.   **Foundations of decision making**
   A.   The decision-making process
       1.   Certainty
       2.   Risk
       3.   Uncertainty
   B.   Decision making styles
   C.   Making decisions in groups
       1.   Brainstorming
       2.   Electronic meetings

VI. **Technology and the design of work processes**
   A.   Technology and productivity
   B.   Operations technology
       1.   Robotics
       2.   Just - in - time
       3.   Flexible manufacturing systems
   C.   Information technology
       1.   Work flow automation
       2.   Enhancing internal communications
       3.   Decision making
   D.   Work design
       1.   Work schedule options

VII. **Basic organization designs**
   A.   Structures
       1.   Chain of command
       2.   Span of control
       3.   Authority and responsibility
   B.   Organization design applications
       1.   Th e simple structure
       2.   The divisional struc ture
       3.   The matrix structure
   C.   Organization culture

VIII. **Staffing and human resource management**
   A.   Managers and the human resources management process
       1.   Unions
       2.   Laws
   B.   Strategic human resource planning
   C.   Recruitment and selection
       1.   The application form
       2.   The selection process Training
   D.   Performance management
   E.   Compensation and benefits

IX. **Managing change and innovation**
   A.   Factors that create the need for change
       1.   External forces
       2.   Internal forces
   B.   Resistance to change

COURSE OUTLINE

C. Making changes in the organization

D. Stress
1. Symptoms of stress
2. Stress reduction

E. Innovation

X. Foundation of individual and group behavior

A. Explaining behavior
1. Attitude
2. Personality

B. Perception

C. Learning
1. Overant conditioning
2. Social learning

D. Group behavior

XI. Understand work teams

A. The popularity of teams

B. Types of work teams
1. Functional work teams
2. Problem-solving work teams
3. Self- managed work teams
4. Cross-functional work teams

C. Characteristics of high-performance work teams

XII. Motivating and rewarding employees

A. Motivating and individual needs

B. Early theories of motivation
1. Malow's Hierarchy of needs
2. McGregor's Theory X and Theory Y
3. Herzberg's motivation-hygiene theory

C. Contemporary theories of motivation
1. McClelland's three-needs theory
2. Adams' equity theory
3. V room's expectancy theory

D. Contemporary issues in motivation

XIII. Leadership and supervision

A. Behavior theories of leadership
1. Autocratic style
2. Democratic style
3. Laissez - faire style

B. Contemporary theories of leadership
1. The fiedler model
2. The path - goal theory
3. The leader-participation model
4. The situational leadership model

C. Emerging approaches to leadership

D. Supervision

XIV. Communication and interpersonal skills

A. Understanding communication
1. Oral communication
2. Written communication
3. Non verbalcues

B. Developing interpersonal skills
1. Active listening
2. Feedback
3. Delegation
4. Conflict management skills
5. Negotiation skills

XV. Foundations of control

A. The importance of control

B. The control process

C. Types of control
1. Feed forward control
2. Concurrent control
3. Feedback control

D. Ethical issues of control

XVI. Control tools and techniques

A. Information control systems
1. Management information system (MIS)

B. Operations control
1. Maintenance control
2. Quality control

C. Financial controls
1. Ratio analysis

REQUIRED TEXTBOOKS & MATERIALS

To ensure that current and relevant concepts and theories are treated and updated, all required textbooks and other instructional materials will be determined by the instructor from time to time.

REGISTRATION & ENQUIRIES

Duration :   3 weeks (1 week per level)

Level :   3 levels (Foundation, Intermediate 1 and Intermediate 2)

Registration :   N10, 000 (non-refundable)

Tuition :   N130, 000 per level

FOR FURTHER ENQUIRIES, PLEASE CONTACT:
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