

6.5 Management & Organisations

Programme Code	Programme Title	Delivery
SM601 / TEM 601 / DMM 601	Certificate in Digital Marketing & Media Certificate in Sales & Management Certificate in Tourism & Event Mgt.	Mandatory

Module Title (short)	Management
Module Title (full)	Management & Organisations

Module Code	MGT601	NFQ Level	6	ECTS Credits	5
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Module Co-ordinator	Michael Grant
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Module Objective	The aim of this module is to familiarise international learners with the theory, principles, practices, roles and functions of management and organisations in the Irish business environment.
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Module LO's/Codes: Management & Organisations	Aligned Module Content	Aligned Assessment
<i>On successful completion of this module learners will be able to:</i>	Sessions	
M&O MLO 1: Identify various definitions and theories of management, recognise their subtleties and appreciate their historical development and the fundamentals of their corporate implementation.	1-3	Essay
M&O MLO 2: Label, describe and apply management tools such as PESTEL and SWOT Analysis, Porters Five Forces and Value/Supply chain concepts.	3-5	Written Midterm Examination
M&O MLO 3: Define and discuss, using clear local and international corporate examples, key management disciplines such as: organisational structures and culture, leadership, teamworking, ethics and CSR, decision making and conflict resolution.	4-10	Final & Mid-term Written Examinations*

M&O MLO 4: Explain how the implementation of traditional management functions, tools and disciplines is influenced by organisational structure, culture and internal and external environments.	3, 4, 5, 8 & 10	Written Final Examination	
*Separate aspects of Learning Outcome number 3 as indicated above will be assessed by the mid term and final written examinations.			

Pre-requisite Learning
Module Recommendations <i>This is prior learning (or a practical skill) that is strongly recommended before enrolment in this module. You may enrol in this module if you have not acquired the recommended learning but you will have considerable difficulty in passing (i.e. achieving the learning outcomes of) the module. While the prior learning is expressed as named ISB module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>
No recommendations listed
Requirements <i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed. You may not enrol on this module if you have not acquired the learning specified in this section.</i>
Learners must have: - English language level at least equivalent to Council of Europe Framework (CEF) B2+ - Accumulated a minimum of 60 ECTS in Business related disciplines
Co-requisites
No co-requisites listed

Indicative Content	
Session 1.	History of Management: economic, political and social factors which have shaped Irish management theory and practice
Session 2.	The External Environment: political, economic, social, technological, environmental and legislative forces impacting on organisational performance
Session 3.	Understanding Organisations: types; structures, ownership; values; styles of management; development of public and private sectors
Session 4.	Planning Function of Management: environmental scanning; forecasts/assumptions; strategic, tactical and operational planning; decision making; monitoring and evaluation; establishing objectives; strategic planning; business planning; sales and marketing planning; manpower planning; project management
Session 5.	Leadership Function of Management: leadership styles and attributes; analysis of effective leadership; motivation; communication; managing change

Session 6.	Human Resource Management Function of Management: organisational structure and allocation of human resources; manpower and succession planning; recruitment, selection, remuneration, appraisal, training, promotion
Session 7.	Control Function of Management: setting and communication of objectives; measuring performance against goals and plans
Session 8.	Coordinating Function of Management: coordinating and optimising human, physical and financial resources of the organisation
Session 9.	Contemporary Issues in Management: the role and power of organisation; globalisation; workplace diversity; ethics/governance; the changing nature of employment – concept of the psychological contract
Session 10.	Exam Preparation: Syllabus overview, learning objectives reviewed, exam technique, study methods

Assessment Breakdown			
Type	Weighting	Outcome(s) Addressed	Assessment Date
Essay	20%	1	Week 4
Mid-term Examination	30%	2, 3	Week 7
Final Examination	50%	3, 4	Week 14
Repeat Opportunities:			
Candidates who do not satisfy the criteria to pass this module will be afforded the opportunity to sit a repeat examination. The maximum grade awardable in this 'second sitting' will be 40% or Pass.			
Workload			
Type	Description	Frequency	
Lecture	2 X 1.5 hour lectures	Weekly	
Case Based Learning	e.g., Ryanair, BMW, Coca-Cola etc.	Occasional	
Library	Self and tutor-directed reading of course material and recommended texts	Ongoing	
Independent learning	Self-directed learning and revisions, Essay research	Ongoing	
Average Weekly Contact Hours:			3
Estimated Average Weekly Learner Workload (including contact & non-contact hours):			8

Teaching and Learning Strategy
Throughout the module, bi-weekly sessions – each of one and a half hours - comprise a mixture of formal lecture input, small group discussion and interactive seminar tasks. This is greatly facilitated by the small class size at ISB. Tasks focus on mutual learning and reflection and all participants are expected to contribute. Various management case studies, simulations and group activities lead

students to learn from each other and through deduction and reflection as well as from the lecturer's presentations.

Video materials, handouts and lecture notes are made available on the e-learning portal to support student learning. Strategic & Corporate games using Lego, TED talks activities are also used.

Students are also directed to a multitude of independent learning opportunities including online databases, local and national media, case studies and websites.

Assessment Strategy

Both formative and summative assessment is used in this module.

The formative element will consist of a series of individual and group tasks aimed at "tangibilising" key elements of the teaching programme. These exercises will include quizzes, role-play, simulations, in-class projects and student responses to taught materials.

In common with other group assignments throughout the programme, team exercises in this module will always involve a mix of nationalities, reinforcing the programme objective of giving learners experience of working collaboratively in multicultural business environments.

Feedback for individual and group exercises is provided immediately.

Summative assessment is divided as follows:

1. An individual essay, issued in week one, is submitted and corrected on time for learners to receive feedback before their midterm exam.
2. Two two-hour closed book written examinations, the first undertaken at mid-term and the second at the end of the semester.

Detailed feedback is provided on the written assignment and after the mid-term examination to assist students in understanding how they have performed and how they might improve for the final examination.

Facilities and Resources

All classrooms have full computer facilities including overhead projector, document camera, internet connection and speakers, which allow a wide range of media to be used in class. Students also have access to a dedicated IT room with PC's, internet and printing facilities, school-wide Wi-Fi, resource room, e-learning portal and online databases. Finally, students have regular and easy access to the lecturers on this module who can be contacted in person or through a school-specific email address.

Reading Lists and Other Resources

Textbook / Journal based Resources:

Linehan, Margaret. *Make that Grade: Management*, 2nd ed. Gill and Macmillan, 2007

Tiernan, Siobhan D, Morley, Michael & Foley, Edel. *Modern Management*. Gill and Macmillan, 2006

Other Resources:

Case Studies:

Irish Times Business 2000 Series, Ryanair, Four Seasons Hotels, L'Oreal, Coca Cola & BMW