

Unit Title: Managing in Organisations	Unit Code: MO
Level: 6	Learning Hours: 210
Learning Outcomes and Indicative Content:	
Candidates will be able to:	
1. Understand the key factors in designing an organisation	
1.1	Identify and explain the key factors or elements that are influential in the design of organisations in the 21 st century
1.2	Discuss how these factors/elements can affect how an organisation is configured to respond to demands made on it both internally and externally
1.3	Describe typical ways of structuring an organisation (divisions, geographically, by product etc) and discuss the issue of centralisation or decentralisation in the above contexts
1.4	Examine and explain metaphors (organic, machine-like, organisations as systems etc) that describe the differing views of organisations including the need for hybrid forms of structure
1.5	Differentiate between the terms 'structure' and 'process' in an organisational context
2. Discuss the reasons why organisations have adopted or adapted their current form to provide effectiveness in light of external/internal pressures	
2.1	Identify and assess key influences from the business environment that affect the way the organisation organises its resources
2.2	Discuss the value of benchmarking against external competition to improve effectiveness particularly at operational level
2.3	Examine the role of technology in providing opportunities for the organisation in achieving short and long term goals
3. Critically evaluate relevant management and organisational theory to assist in increasing the efficiency and effectiveness of the organisation and its processes	
3.1	Identify and explain appropriate management and organisational theory to assist in achieving operational or functional aims
3.2	Apply appropriate management and organisational theory to organisations to improve the use of human, physical, and financial resources to gain competitive advantage over their competition
3.3	Critically evaluate organisations to cope with a dynamic external environment

- 4. Appreciate organisational performance and the links with performance management of staff**
- 4.1 Examine the role of goals and objectives and their contribution to organisational success
- 4.2 Explain how organisations help employees and managers to achieve their goals
- 5. Describe and critically evaluate the main functions of management (planning, organising, leading and controlling) to assist in goal achievement at all levels**
- 5.1 Explain the main functions of management and the role of managerial ethics
- 5.2 Critically evaluate the functions of management and their appropriateness in today's organisations
- 5.3 Assess how the functions outlined in 5.1 and 5.2 can be enhanced
- 6. Understand organisational change and the need for organisational innovation**
- 6.1 Identify and explain external and internal triggers of change and innovation
- 6.2 Discuss different approaches to change
- 6.3 Describe and explain the use of current theory on how to manage the change process and resistance to change
- 7. Understand the role of organisational and corporate culture and its relevance to achieving long-term goals**
- 7.1 Describe and explain organisational culture
- 7.2 Critically assess the value of such knowledge to understand the value of organisational culture to managers
- 8. Understand the value of organisational development**
- 8.1 Identify and explain approaches to organisational development
- 8.2 Critically evaluate approaches to organisational development

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

ABE, *ABE Study Manual – Management Organisation*, ABE

Mullins L, *Management and Organisational Behaviour* (2004), Pearson Higher Education

ISBN: 0273688766

Daft R, *Organizational Theory and Design* (2006), South-Western College Publishing

ISBN: 0324422717