

## STAGE: FORMATION 1

Subject Title:

### MANAGEMENT IN ORGANISATIONS

Examination Duration: 2 Hours

#### Aim

The aim of this subject is to introduce students to the development of management theory and practice, with particular reference to concepts,

functions and the integration of activities. Students will learn about the environmental factors which influence the success of an organisation, and

explore the role of critical and creative thinking in problem solving and decision making. Current issues in management will be discussed, including

business ethics and corporate social responsibility.

#### Management in Organisations as an Integral Part of the Syllabus

The principles, concepts and practice provided forms the basis for the subsequent study of subjects such as Information Systems, Management Accounting, Corporate Laws and Governance, Managerial Finance, Strategy and Leadership and Strategic Performance Management.

Stage	Subject	Subject	Subject	Subject	Subject	Subject
P2	Strategic Corporate Finance	Strategic Performance Management	Advanced Corporate Reporting	Strategy & Leadership	Audit Practice and Assurance Services	Advanced Taxation
P1		Managerial Finance	Corporate Reporting	Corporate Laws and Governance	Auditing	
F2		Management Accounting	Financial Accounting	Information Systems	Taxation	
F1			Management in Organisations	Economics and Business Planning	Business Law and Professional Ethics	

The above table shows the linkages between Management in Organisations and the subjects highlighted.

## Learning Outcomes

On successful completion of this subject, students should be able to:

- Explain the evolution of management theory in the context of recent developments, ethical principles and corporate social responsibility.
- Identify the principles and practices of organisation design, structure and behaviour, and the implications for leadership and employee morale.
- Explain the conditions and requirements necessary for effective internal and external communication.
- Distinguish the role, functions and impact of human resource management within an organisation.
- Illustrate the nature and impact of environmental factors on an organisation, and illustrate how critical and creative thinking may be used in problem solving and decision making.

## Syllabus

1: DEVELOPMENT OF MANAGEMENT THEORY AND PRACTICE: Weighting 15%	CL
Schools of management thought and their inter-relationship.	1
Economic, social, political and technological factors which affect business and other organisations.	1
Ethical principles and corporate social responsibility in management practice.	2
2: ORGANISATION STRUCTURES AND BEHAVIOUR: Weighting 20%	
Purpose and nature of organisation structures.	2
Organisation design and development.	2
Organisational culture and change.	1
Group dynamics.	1

Integration of managerial roles and functions within an organisation.	1
Leadership and motivation.	1
Personal effectiveness and self direction.	2
3: EFFECTIVE COMMUNICATION: Weighting 20%	
Principles of successful communication.	2
Verbal and non-verbal communication.	2
Effective listening.	2
Cross-cultural aspects of communication.	2
Barriers to effective communication.	2
Roles and conduct at meetings.	2
Public relations.	1
Communication channels, including social media.	2
4: HUMAN RESOURCE MANAGEMENT: Weighting 20%	
Evolution of human resource management.	2
Human resource management functions including staff recruitment, selection, training, development and appraisal.	2
Job design and job evaluation.	1
Change management and employee morale.	1
Discipline and grievance procedures.	2
Employer and employee representation.	1
Developing and supporting a learning culture.	1

## 5: PROBLEM SOLVING AND DECISION MAKING IN MANAGEMENT: Weighting 25%

Approaches to managerial problems and decisions.	2
Critical and creative thinking definitions and components.	1
Qualities of critical and innovative thinkers.	1
Socratic questioning, intellectual integrity, objectivity and subjectivity within the thinking process.	2
Applications of critical and innovative approaches to problem solving and decision making in management.	2
Current issues in management practice.	1

## Assessment Strategy

### EXAMINATION APPROACH

Students are required to demonstrate a knowledge and understanding of the environmental factors which influence the success of an organisation, and the role of critical and creative thinking in problem solving and decision making. Current issues in management will be assessed including ethical considerations and corporate social responsibility.

### EXAMINATION FORMAT

The examination is computer-based, closed-book and 2.0 hours in duration. Students are presented with 50 questions, each of which should be answered Marks Allocation. Each question carries 2 marks. The total for the assessment is 100 marks, with a minimum of 50 marks required for the attainment of a pass standard.

## Learning Resources

### CORE TEXTS

Tiernan, Morley and Foley / Modern Management, Theory & Practice for Irish Students / 4th ed. 2013 / Gill and Macmillan / ISBN-13: 978-0717156320

### MANUALS

Griffith College CPA Skillnet Management in Organisations - Latest edition

### SUPPLEMENTARY TEXTS AND JOURNALS

Mullins / Management and Organisational Behaviour 11th Edition / Pearson / ISBN-13: 978-1292088488.

Gunnigle G., Heraty N., Morley M., / Human Resource Management in Ireland/ 4th Edition (2011) / Gill and Macmillan / ISBN-13: 9780717149797.

Daft / New Era of Management, International 11th Edition / Cengage 2012 / ISBN-13: 978-1285068770

AccountancyPlus.

CPA Students' eBulletin.

### USEFUL WEBSITES (AS AT DATE OF PUBLICATION)

[www.cpaireland.ie](http://www.cpaireland.ie) - CPA Ireland.

[www.strategy-business.com](http://www.strategy-business.com) - Strategy + Business.

[www.strategyanalytics.com](http://www.strategyanalytics.com) - Strategy Analytics.