



**Course: A Professional Certificate in Management**

**Contact Hours: 24**

**Pre-requisite: None**

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### **Abstract**

This course provides an interdisciplinary approach to the field of organisational behaviour and management. It introduces students to a range of perspectives on organisational structures and processes, and considers how they help us understand various management theories and practices. On this basis, issues of power, control, conflict and culture are explored.

Other topics include: changing approaches and attitudes to work; social and political influences on group behaviour; teamwork and other managerial interventions; leadership and motivation, and human resource management.

### **Target Audience**

Persons interested in career advancement in this area and persons who have been recently promoted to Management positions, Semi Supervisory staff, Supervisory staff, Administrative Managers, Production Managers, Plant Managers, Operations Managers

### **Learning Outcomes**

On completion of this course, learners will be able to:

1. Understand the roles and responsibilities of Management
2. Understand the business environment, strategy development, business planning and control of performance
3. Evaluate the effect of culture, power and authority on organizational performance
4. Learn causes of conflict and how to resolve it
5. Learn to apply several tools in decision making and problem solving

6. Apply effective communication practices in managing stakeholders
7. Learn effective negotiation practices
8. Understand the recruitment and selection process
9. Conduct an effective performance appraisal and successfully develop training and development needs
10. Formulate plans to overcome human resistance and to successfully implement change

## **Course Content**

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### **1. Manager's key roles and functions**

- Difference between 'management' and 'leadership'
- The process, roles and tasks of management

### **2. Business strategy, planning and control**

- Tools and techniques to 'position' the organisation (for example SWOT, STEEPLE, Balanced Scorecard)
- Key objectives of management and planning
- Resource requirements for the implementation of operational plans

### **3. Managing the impact of power, culture, authority and conflict**

- Understanding culture and climate in organisations
- Methods and approaches for managing effectively in international or cross-cultural organisations.
- The concept of authority, delegation and accountability when managing

### **4. Management and communication**

- Effective communication to stakeholders
- Effective reporting to senior Management

### **5. Job design and motivational theory**

- The nature of the people-organisation relationship
- Techniques for building, motivating and managing successfully

### **6. Human resource management**

- A systematic approach to recruitment, selection, appraisal, training and development
- The importance of training as a major influence on the success of an organisation

- Conducting an effective appraisal.

**7. Managing change**

- The importance of the successful management of change
- Managerial skills required for successful change
- Overcoming human resistance to change
- Implementing change successfully.

**8. Effective negotiation**

- Methods and approaches for effective negotiation

**9. Management decision making and problem solving**

- Tools for effective management decision making