

CEC
COURSE OUTLINE



PROGRAMME: MBA MSc
DURATION: 10:00am-01:00pm
DAY(S): Sundays
MODE: PT
COMPONENT: MPICC
LECTURER: Allan Ramsaroop
CAMPUS: Champs Fleurs

Contract Hours: 45
Actual Hours: 45

Lecture Number	Lecture Day & Date		Time	Hrs	Cum Hrs	Lecture Topic (s)	No. / Type of Session	Important Concepts/ Ideas to know/ Learning Outcomes	Expected Reading	Other Matters	Questions	Items Due For Next Class
1	Sun	8-Jan-17	10:00am-1:00pm	3.0	3.00	Introduction Module 1 Introduction to the Business Environment	LT	universalism and relativism / mindsets / 'best practice' / societies/ Case 1.1: The development of human relations, organisational behaviour and	the role of academic gurus / Kaplan, R.S. and Norton, D.P. (2001) The Strategy-Focused Organization: How balanced scorecard/ Whittington, R. (2000) What is Strategy? And Does Strategy Matter? London: Thomson International	developed countries economic success and social well-		unit 1/2
2	Sun	15-Jan-17	10:00am-1:00pm	3.0	6.00	Module 2 The Nature of Management, Managers and their	LT	A Framework for Understanding the Well-Rounded Manager	Case 2.1: A Certain Kind of Manager / Case 2.2: Exercise on the distinction between management and leadership/ Case 2.3: Kenneth Lay and Enron/ Mintzberg, H. (1994) /Rounding out the manager's job. Sloan Management Review, Fall, 36 (1), 11-25/	Well-Rounded Manager	December 2007 Case Study: Events at Malmo	unit 3
3	Sun	22-Jan-17	10:00am-1:00pm	3.0	9.00	Module 2 The Nature of Management	LT/EP	Q/A chapter 1-2	Malmo Precision Engineering		December 2007 Case Study:	unit 4
4	Sun	29-Jan-17	10:00am-1:00pm	3.0	12.00	Module 3 Managing in the Individual-Organisational Context	LT	The Psychological Contract new vs. old Managing Psychological Contracts Leadership in Organisations	Box 3.1: 'Psychological contracts' among oil workers in the UK/ Box 3.2: 'Promises' in the employment relationship that create obligations/ Figure 3.1 Range of employee responses to psychological contract violation/ Table 3.3 Different types of psychological contract		dec 2009 Case Study: A Look inside Google's Talent Management	
5	Sun	5-Feb-17	10:00am-1:00pm	3.0	15.00	Module 4 Managing in the Organisational Context	LT	Organisational Structures New Approaches to Organisational Design Tests of Effective Organisational Design	Case 4.1: Innovative Electronics: an integrative case study/ Figure 4.1 The star model/ Figure 4.3 Four organisational forms related to environmental variety / Table 4.4 Contrasting old and new organisations Based on Miles et	The star mode	Case Study: A Look inside Google's Talent Management	unit 4
6	Sun	12-Feb-17	10:00am-1:00pm	3.0	18.00	Module 4 Managing in the	LT/EP	Q/A chapters 3-4	Q/A session - Akita	Figure 4.8 11t drivers and	dec 2008 Case Study: A Look inside	unit 5
7	Sun	19-Feb-17	10:00am-1:00pm	3.0	21.00	Module 5 Managing in an International Context	LT	National Differences in the Business Environment /The Liability of Foreignness National Cultural Values / Converging or Diverging Cultures	Box 5.1: Kultur clash/ Case 5.1: Wal-Mart and overseas expansion/ Case 5.2: McDonald's in Europe/ Schneider and Barsoux (2003) have organised this idea of basic assumptions into three overlapping domains/ Box 5.3: Hofstede's cultural values/ Trompenaars	Schneider and Barsoux (2003)	dec 2008 Case Study: The Akita Motor Cycle Company: A Uk language joint	
		26-Feb-17						no class				
8	Sun	5-Mar-17	10:00am-1:00pm	3.0	24.00	Module 5 Managing in an International Context (continue)	LT	Institutions and Business Systems/ Schein usefully distinguished between different levels of culture in an organisational setting (see Figure 5.1	A business history approach / Hofstede, G. (2003) Culture's Consequences: Comparing values, behaviors, institutions, and organizations across nations. (2nd ed) London: Sage/ Hollingsworth	levels of culture		unit 6
9	Sun	12-Mar-17	10:00am-1:00pm	3.0	27.00	Module 6 The Corporate Context	LT	Introduction to Corporate Reputation, Identity, Brands and People Management Defining and Explaining 'Corporateness' Connecting Corporate Branding, Reputation and Reputation and Identity to People Management	Table 6.2 What 'corporateness' means: six questions and related concepts/ Fombrun and Van Riel (2003) have developed a widely-used measure of corporate reputation – the reputation quotient/ Figure 6.1 The AC2ID framework/ Figure 6.4 The corporate branding	the reputation quotient/ The corporate branding toolkit	dec 2008 Case Study: The Akita Motor Cycle Company: A Uk	
10	Sun	19-Mar-17	10:00am-1:00pm	3.0	30.00	Module 7 The Knowledge Context	LT/T		Google's			
11	Sun	26-Mar-17	10:00am-1:00pm	3.0	33.00	Module 7 The Knowledge Context	LT	Understanding the Nature of Knowledge, its Strategic Role and Impact on Managing People	Case 7.1: Standard Life Investments, knowledge transfer and business/ Case 7.2: Managing Sir Tom Farmer's knowledge at Tyres		dec 2008 Case Study: The Akita	unit 7
12	Sun	2-Apr-17	10:00am-1:00pm	3.0	36.00	Module 8 The Technological Context	LT/T	Understanding the Nature of Technological Change and its Relationship with Managing People Defining Technologies and New Technologies: A	Box 8.1: High and low 'roads' to economic growth/ Box 8.2: Stages in technological development/ Table 8.1 The old and new economies compared/ Case 8.2: MacroMed/ Case 8.3: Lean	old and new economies/The ESRC Future of	dec 2008 Case Study: The Akita Motor Cycle	unit 8

13	Sun	9-Apr-17	10:00am-1:00pm	3.0	30.00	Module 9 Managing Organisational Change	T	the ISM model to an organisational change situation; • apply the strategic change process model to the process of managing organisational change; • understand the different views on organisational culture change and work with these different views	Case 9.1: AT&T and NCR: attempting to develop a global brand through the Common Bond The History and Context of the Change Programme/Kotter, J.P. (1995) Leading change: why transformation efforts fail. Harvard Business Review, March-April / Martin, G., Beaumont, P.B. and Pate, J. (2003) A	ISM model/Goffee and Jones culture change framework		unit 9
		16-Apr-17						no class				
14	Sun	23-Apr-17	10:00am-5:00pm	7.0	37.00		EP	revision all topics/consultations	mock exam 1			
15	Mon	30-Apr-17	10:00am-5:00pm	7.0	45.00		EP	revision all topics/consultations	mock exam 2			
Lecturer Signature				7								
Date Submitted												

Key / Legend
 Lt = Lecture T=Tutorial Lb = Lab EP = Exam Prep

Date received

Last Notes: SBSC reserves the right to make changes to the information contained herein. Any changes effected to the information

contained herein will be made known to all students concerned via class announcement and/or e-mail. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.
 Date syllabus last modified: Jan 3, 2012

Unit Manager Signature

Quality Assurance Manager Signature

Executive Director Signature

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