

# Managing People & Organisations

## MNGT 4670

(Core)

### Course aims / objectives:

This course deals with the theoretical underpinnings related to workplace behaviour of individuals, groups and organisations. The aim is to provide an understanding of cause and effect relationships of the complex issues which underlie the management of people in organisations. Increasing understanding of these relationships helps develop competence in managing yourself and others, for better effectiveness.

The course is specifically designed to:

- increase your understanding of managerial roles, functions and behaviours in effective organisations
- learn about frameworks and models that describe and predict human behaviour within the workplace.

The course will encourage you to:

- reflect on your experiences at work
- apply the frameworks in analysing your experiences
- develop critical analytical skills in using the frameworks

### Course details / modules:

#### Module 1: The management challenge

This module discusses the range of managerial roles and challenges. It helps you identify where you are on the management pathway. This module introduces the action learning approach to management.

#### Module 2: Foundations of human behaviour – individual differences

This module explores the personality factors which influence human behaviour. It will help you understand people who are different to you and how and why they might behave as they do. You will complete some personality profiles in this module to help you improve self knowledge and awareness.

#### Module 3: Motivation

This module explores various theories of motivation and helps you to understand how to get the best out of yourself and others.

#### Module 4: Teams

This module explores the stages of team functioning and roles within teams. It also explores how team inputs, processes and various contingency factors influence team effectiveness.

#### Module 5: Power and influence

This module explores the various sources of power and influence. Opportunities will be provided for self assessment and action planning for improving your sources of power and influence.

#### Module 6: Leadership

Theories of leadership are presented. Participants will explore their own leadership style preferences and identify areas for development.

#### Module 7: Work design

This module explores how job characteristics can affect motivation and performance. It reviews various job design strategies such as enrichment, enlargement and rotation.

#### Module 8: Organisation design – structure and systems

This module looks at the strengths and weaknesses of the architecture of an organisation and how this affects the way work is done.

## **Module 9: Organisation design - culture**

This module explores components of corporate culture and its affect on organisations and the individuals within it.

