PAN AFRICA SKILLS & CONSULTING LTD

Mastery of Management Graduate Diploma

on

Management and Leadership

A Program focusing on the managerial leadership role as an integrating activity aiming to satisfy the
needs of people at work, create an organizational climate in which people work willingly and effectively, and to assist in the achievement of the goals of the organization.

It is through the process of management that the efforts of an organization are coordinated, directed, controlled and guided towards the achievement of organizational goals. Management and leaders need to strike the right balance between the elements and influences of individuals, of groups, of the organization and the environment.

Appropriate management and leadership styles must be adapted to successfully deal with the internal and external factors which impact upon the organization. Effective decision making, motivation and handling is essential and it is the duty of management and responsibility of leadership to set and at the same time guide the organization to the attainment of its objectives.

This Program relates management and leadership in the context of organizational behaviour and provides an integrated view of theory and practice to indicate how performance may be improved; and discusses managerial and leadership science and their implications for action in practice.

Course Outline

Module 1 - The Nature of Management

The meaning of management
The role of the manager
Management and administration
The process of management
Principles of management
Management as a social process
The tasks and contribution of a manager
Essential nature of managerial work
The efforts of other people
Management in service industries
Management in private enterprise and public sector organisations
The attributes and qualities of a manager

Module 2 - The Process of Delegation

Benefits of delegation
Reasons for lack of delegation
The art of delegation
The work of a manager
Managerial roles
Behaviour pattern of general managers
Determining what real managers do
Patterns of managerial work and behaviour
Managers of the future

Module 3 - Managerial Behaviour and Effectiveness

Managerial behaviour
Managers' attitudes towards people
Japanese 'Theory Z' environment
The Managerial/Leadership Grid
Framework for patterns of behaviour
Management systems
System 4 management
Management by Objectives (MBO)
Evaluation of MBO
MBO-based appraisal schemes
Managing people
Basic managerial philosophies
Choice of managerial style
Managerial effectiveness
Measures of effectiveness
The management of time
3-D model of managerial behaviour
General criteria of managerial effectiveness

Module 4 - The Nature of Leadership

The meaning of leadership
Leadership and management
Managerial leadership
The leadership relationship
Power and leadership influence
Approaches to leadership
The qualities or traits approach
The functional (or group) approach
Action-centred leadership
Leadership as a behavioural category

Module 5 - Styles of leadership

Continuum of leadership behaviour
The situational approach
Contingency theories of leadership
Fiedler's contingency model
Vroom and Yetton contingency model
The Vroom and Jago revised decision model
Path-goal theory
Readiness of the followers or group
Transformational leadership
No one best form of leadership
Effectiveness of leadership styles
National cultural dimensions of leadership
Variables affecting leadership effectiveness
Leadership and Tomorrow's Company
International practice

Module 6 - Management Control and Power

The meaning of control
Approaches to management control
Improving Organisational Performance
Assumptions of organisation and management
Elements of a management control system
Forms of control
Classification of control systems
Strategies of control in organisations
Characteristics of an effective control system
Power, involvement and compliance
Power and management control
The balance between order and flexibility
Perspectives of organisational power
Pluralistic approaches to power
Motivational need for power
Behavioural factors in control systems
Overcoming resistance to management control
Financial and accounting systems of control
Motivation to improve performance

Module 7 - Organisation Development

The meaning of organisation development
Topics associated with organisation development
Organisational culture
Types of organisational culture
Influences on the development of culture
The cultural web
The importance of culture
Organisational climate
Employee commitment
Behaviours which denote commitment
The management of organisational climate
Organisational conflict
Contrasting views of conflict
The sources of conflict
Strategies for managing conflict

Module 8 - Organisational Change

Planned organisational change
Resistance to change
The management of organisational change
Human and social factors of change
Responsibilities of top management
Organisational culture change and IT in an SME

Module 9 - Management Development

The importance of effective management
The meaning and nature of management development
An integrated model of management development
Management development process
Continuing professional development (CPD)
Management education, training and development
The Management Charter Initiative (MCI)

Module 10 - Organisational Effectiveness

The nature of organisational effectiveness
The Peters and Waterman study
Heller's study of European excellence
The Goldsmith and Clutterbuck study
The learning organisation
Total Quality Management (TQM)
Business process re-engineering (BPR)
Building Tomorrow's Company
The EFQM excellence model
Assessing organisational performance
A range of different criteria
Organisation audit
Benchmarking
Performance indicators in the public sector
Considerations and analysis of the future
The components of the Management Standards
Qualities and competencies needed for the 21st century board of directors
Building organisational competence