



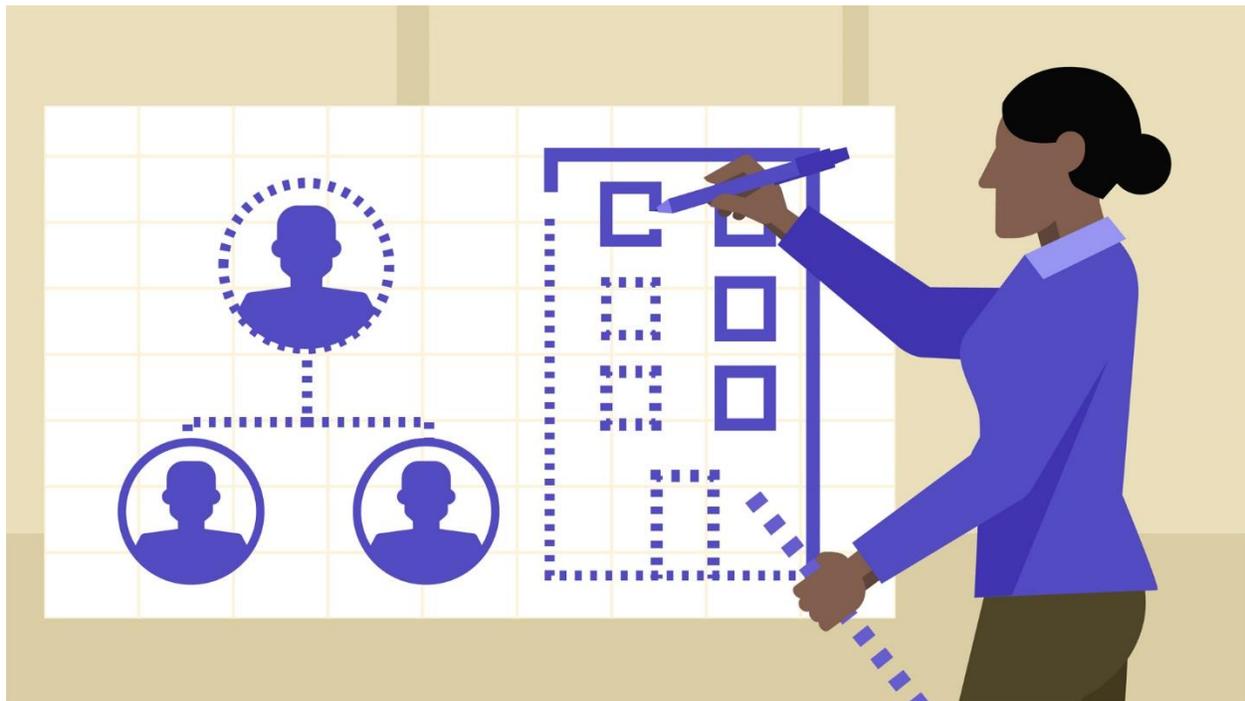
**PAN AFRICA SKILLS
& CONSULTING LTD**

Mastery of Management Graduate Diploma

on

Organisational Design & Behaviour

A managerial approach to organisational design and behaviour concerned with organisational structure and operation, the process of management and the behaviour of people at work.



The Program uses objective analysis of organisations to search for the most appropriate ways of improving organisational performance and effectiveness. It considers the need to establish a framework of order and system of command by which the work of the organisation is undertaken, and outlines the attention needing to be given to key principles and the consideration of structure.

This Program covers of a range of areas related to management, organizational behaviour, organisational setting and organisation structures, including the essential nature of managerial work, the context in which the activity of management takes place, the manner in which responsibilities for and duties of management are exercised, the process of management and execution of work. It considers the need for organizational effectiveness and the importance of the role of management as an integrating activity.

Course Contents

Module 1: The Context of Management and Organizational Behaviour

The changing nature of organisational behaviour
The changing nature of work organisation
The study of management and organisational behaviour
The relevance of management and organisational behaviour theories
Organisational environment and culture
Contrasting 19th, 20th and 21st century management
Case studies and theory in practice

Module 2: The Nature of Organisational Behaviour

The meaning of organisational behaviour
Influences on behaviour in organisations
Behavioural science - a multi-disciplinary approach
The importance of the study of organisational behaviour
Organisational metaphors
Organisational effectiveness
Orientations to work
Management as an integrating activity
The psychological contract
Changing nature of the psychological contract
The need for an international approach
Britain and the European Union
The influence of national culture
Culture and organisational behavior

Module 3: Approaches to Organisation and Management

Management theory
Developments in management and organisational behaviour
The classical approach
Scientific management
Relevance of scientific management
Bureaucracy
Criticisms of bureaucracy
Evaluation of bureaucracy
Structuralism
The human relations approach
Evaluation of the human relations approach
Neo-human relations
The systems approach
The contingency approach
Other approaches to the study of organisations
The decision-making approach
Social action
A number of different approaches
Relevance to management and organisational behaviour
Japanese management
Towards a scientific value approach?
Benefits to the manager
Applications of organisation theory in practice

Module 4: The Nature of Organisations

The context of the organisation
Formal and informal organisations
Functions of the informal organisation
Basic components of an organisation
Private and public sector organisations
Production and service organisations
Types of authority and organisations
The classification of organisations
Prime beneficiary of the organisation
Primary activity of the organisation
The organisation as an open system
Interactions with the environment
The comparative study of organisations
Organisational sub-systems
The analysis of work organisations
Contingency models of organisation
The influence of technology
Information technology
Managing technical change
The organisation of the future
Organisational goals

Module 5: Organisational Goals

- The nature of organisational goals
- The functions of goals
- Integration of goals
- Classification of organisational goals
- Alteration of goals
- Organisational ideologies and principles
- Organisational values and beliefs
- Objectives and policy
- The profit objective
- Fallacy of the single objective

Module 6: Organisational Strategy and Responsibilities

- The need for strategy
- The concept of synergy
- SWOT analysis
- The management of opportunities and risks
- Social responsibilities of organisations
- Organisational stakeholders
- Values and ethics
- Corporate social responsibility
- Business ethics
- Related legislation

Module 7: Organisation Structure and Design

- The meaning and nature of organisation structure
- The importance of good structure
- Levels of organisation
- The importance of the hierarchy
- The design of organisation structure
- Clarification of objectives
- Task and element functions
- The division of work
- Centralisation and decentralisation
- Principles of organisation
- Span of control
- The scalar chain
- 'Flatter' organisation structures
- Formal organisational relationships
- Line and staff organisation
- Project teams and matrix organisation
- Effects of a deficient organisation structure
- Organisation charts
- Structure and organisational behavior

Module 8: Patterns of Structure and Work Organisation

Variables influencing organisation structure
The contingency approach
Size of organisation
Technology
The Woodward study
Major dimensions of technology: the work of Perrow
Environment
The Burns and Stalker study
'Mixed' forms of organisation structure
The Lawrence and Lorsch study
Evaluation of the contingency approach
Contribution of contingency theory
Alternative forms of structure
The demand for flexibility
The shamrock organisation
The nature of delegation
The manager-subordinate relationship
The need for control
A systematic approach to delegation
The concept of empowerment
Benefits of delegation and empowerment
Organisational practices
The Peter Principle
Parkinson's Law
Empowerment

Module 9: Technology and Organisations

Theorising technology
New technology and organisations
Developments and applications in hardware and software
Adoption and introduction of new technology
New technology adoption in practice
The influence of social, political and contextual factors
Managerial involvement in technical change
Employee involvement in technical change
Acceptance of technical change
Job redesign and work humanization