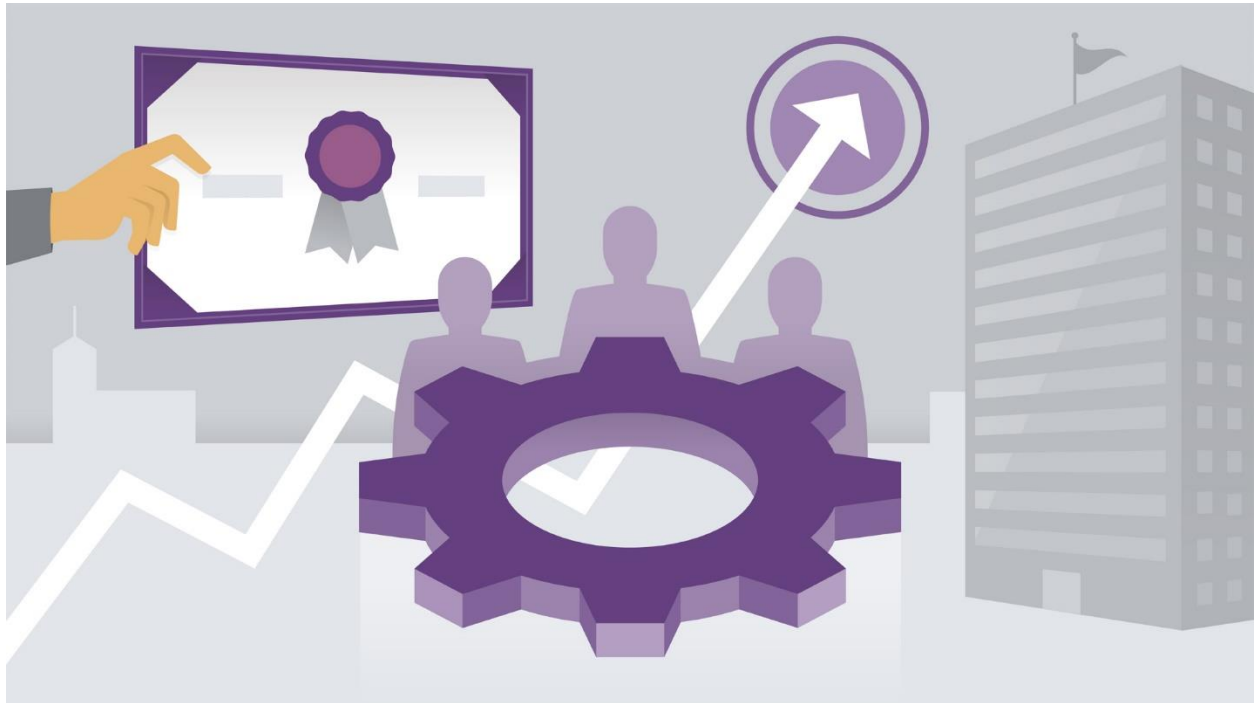# Mastery of Management Graduate Diploma

on

Organisational Understanding & Development

A Program to understand the processes, nature, motivation and behaviour of individuals and groups
so they can be better managed to work effectively and to improve organisational performance.

It is important for managers to understand the people-organisation relationship and the associated social systems, and to understand how best to implement and wield appropriate power and control. Awareness and management of the organizational culture and climate, and an understanding of the factors affecting employee's commitment lead to both managerial and organisational development and effectiveness, and reflect positively on the organisation's attitude and ability to deal with change.

Through an understanding of the processes and relationships in work organisations, of management, and the behaviour of people at work, managers should be able to make the best use of people as valuable resources to the mutual benefit of all organizational stakeholders.

Course Contents

Modue 1 - Individual Differences

The changing nature and scope of managing individuals at work
Personality
Nomothetic and idiographic approaches
Theoretical approaches: nomothetic
Theoretical approaches: idiographic
Other theoretical approaches
Cognitive theory: Kelly's personal construct theory
Applications within the work organisation
Stress and the individual
Ability
Testing
Attitudes
Attitudes, managers and culture
Attitude change
Gender and organisations
Historical context
Understanding women's position and status
Economic theories
Psychological sex differences
The socialisation process
Orientations and motivations towards work
Working practices
Leadership, management and women
Positive approaches

Module 2 - The Nature of Learning

The meaning and nature of learning
Organisations and the management of learning
Knowledge management
The learning organisation
How do people learn?
Behaviourism
The outcomes of learning
Operant conditioning
Social learning
Limitations of the behaviourist school

Cognitive theories
Learning styles
Complex models of learning
Creativity
Facilitating learning
Learning theory applied to study skills
Applications of learning theory to organisations
Evaluating development programmes

Module 3 - The Process of Perception

The perceptual process
Selectivity in attention and perception
Meaning to the individual
Internal factors
External factors
Organisation and arrangement of stimuli
Perceptual illusions
Perceiving other people
Transactional analysis
Selection and attention
Organisation and judgement
The importance of body language
Attribution theory
Perceptual distortions and errors
Stereotyping
The halo effect
Perceptual defence
Projection
The perception of women

Module 4 – Motivation

The meaning of motivation
Needs and expectations at work
Frustration-induced behaviour
Money as a motivator
Theories of motivation
Content theories of motivation
Maslow's hierarchy of needs theory
Alderfer's modified need hierarchy model
Herzberg's motivation-hygiene theory
McClelland's achievement motivation theory
Process theories of motivation
Vroom's expectancy theory
The Porter and Lawler expectancy model
Lawler's revised expectancy model
Implications for managers of expectancy theories

The motivation of knowledge workers
Equity theory of motivation
Goal theory
Attribution theory
Developing reward strategies to motivate and compensate knowledge workers

Module 5 - Work Groups and Teams

The meaning and importance of groups
Influences on behaviour at work
The importance of teamwork
The difference between groups and teams
Formal and informal groups
Reasons for formation of groups
Group cohesiveness and performance
Membership
Work environment
Organisational factors
Group development and maturity
Potential disadvantages of strong, cohesive groups
Characteristics of an effective work group
The effects of technology on work groups
Role relationships
Role conflict
Role stress
Teamwork in a small company

Module 6 - Group Processes and Behaviour

Interactions among members
Membership of successful teams
Belbin's team-roles
Patterns of communication
Analysis of behaviour in groups
Sociometry
Interaction analysis
Frameworks of behavioural analysis
Group performance and effectiveness
The risky-shift phenomenon
'Groupthink'
Brainstorming
Variety of interrelated factors
Group dynamics
T-groups
A continuous process of improvement and innovation
Breaking down barriers to build up team spirit

Module 7 - Organizational Control and Management Power

The meaning of control
Approaches to management control
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 8 - Development in Organisations

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

Module 9 - Conflict Management

Organisational conflict
Contrasting views of conflict
The sources of conflict
Strategies for managing conflict
The nature of 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 10 - 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)
The nature of organisational effectiveness
The Peters and Waterman study
Heller's study of European excellence
The Goldsmith and Clutterbuck study

Module 11 - Organisational Improvement and Effectiveness

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