

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



**Management Theory & Practice**

## **PART ONE - Management Theory**

### **Introduction**

- Developments in Management Theory 1910-2000
- Definitions of Management

### **Classical Theories of Management**

- The Search for Principles of Management
- Max Weber & the Idea of Bureaucracy

### **Human Relations & Social Psychological Theories**

- Motivation - The Early Theorists
- Motivation - Later Theorists

### **Theories of Leadership & Group Behaviour**

- Leadership - Theory & Practice
- Groups & Group Behaviour

### **Systems & Contingency Approaches to Management Theory**

- Organisation as Systems
- Contingency Approaches to Management

### **Modern Approaches to Management Theory**

- Modern Approaches to Management

## **PART TWO - Management in Practice**

### **The Context of Management**

- Types of Business Organisation
- Developing an Organisation Culture
- Women in Management
- The International Context of Management

### **Management Planning**

- Strategic Aspects of Management
- Objectives, Policies & Organisational Ethics
- Performance Standards in Management
- Decision-Making in Organisations
- Human Resource Planning
- Work Structuring, Job Design & Business Process Re-engineering

### **Organising for Management**

- Organisational Structures
- Delegation & Empowerment
- Managing Change - Key Concepts
- Implementing Change - Organisation Development
- Communication in Organisations
- Time Management & Personnel Effectiveness

### **Control in Management**

- Controlling Performance
- Quality Standards & Management
- The Role of Information Technology

**PART THREE - Functional Management - Marketing, Production, Personnel & Financial**

**Marketing Management:**

- The Marketing Concept - Competitiveness & the Global Dimension
- The Marketing Mix - Product & Price
- The Marketing Mix - Promotion
- The Marketing Mix - Distribution
- Marketing Research
- Marketing Organisation
- Customer Services & Consumer Protection

**Production Management:**

- Production Planning & Control
- Types of Production
- Aids to Production
- New Technology in Manufacturing

**Personnel Management:**

- Human Resource Management
- Recruitment & Selection
- Employee Development & Training
- Performance Appraisal, Discipline & Grievances
- Developing Managerial Competencies
- Stress Management & Employee Counselling
- Job Evaluation
- Employee Relations & Collective Rights
- Legal Aspects of Employment - Individual Rights

**Financial Aspects of Management:**

- Company Accounts
- Budgets, Forecasts & Business Plans

**Reading List**

**Main Text:**

Management Theory and Practice, 6th Edition - G A Cole (Thomson Learning)

**Alternative Texts and Further Reading:**

- Management - Dr R Bennett (Pitman)
- The Business of Management - D Thorington (Prentice Hall)
- Understanding Organisations - C Handy (Penguin)