



Undergraduate programmes

Syllabus

Business Management 2

Module Code: BM202
Credits: 20
IMM GSM: Year Level: 2
NQF Level: 6
Nature: Core
Status: Undergraduate

Module Specific Outcome/s

Apply basic knowledge of the concepts, theories and principles of business management to practical problems.
 Explain and apply the processes of effective strategic planning, goal setting, organising, leadership and control.
 Describe the systems approach to managing change and understand how to manage diversity and change within an organisational culture.
 Analyse and identify the types of managerial decisions and power/authority.

Description of Units

Units	Description	Learning Outcomes
1	Introduction to management	Define the term 'management'. Describe the important roles that business organisations play in modern society. Describe (with diagrams) the management process and explain the interactive nature of the components that make up the management process. Describe the different levels and kinds of managers in an Organization. Explain the different managerial roles. Describe the various managerial skills needed at different levels of management. Explain what comprises "management competencies". Explain the significance of sustainable competitive Advantage. Describe the scope of management practice. Suggest ways of mastering management skills and competencies.
2	Managing in a changing environment	Describe the concepts of systems theory. Describe the composition and characteristics of the management / business environment. Describe the internal or micro-environment, including levels of management in the enterprise: the managerial skills required at various levels. Explain the market or task environment: the macro-environment. Understand the interface between the enterprise and the environment, including change, competition and crisis. Propose ways in which management can prepare for environmental changes.
3	An overview of planning	Explain the nature of planning as a management function. Defend the importance of planning as a management function. Differentiate between strategic (long-term), tactical (medium-term) and operational (short-term) planning. Describe the vital role played by strategy implementation in determining managers' ability to achieve an organisation's mission and goals. Discuss the hierarchy of plans in an organization. Differentiate between standing and single-use plans. Recommend ways of overcoming planning barriers. Incorporate the use of planning tools when formulating Plans. Interpret, meaningfully, the planning documents of an organization.
4	Strategic planning	Describe what the concept of strategic planning encompasses. Explain the strategic planning process. Differentiate between the three levels of strategy. Differentiate between a vision and a mission statement. Scan the external and internal environments to identify opportunities and threats, strengths and weaknesses.

		<p>Explain the process of choosing a strategy in order to survive in the volatile environment.</p> <p>Describe the behavioural factors affecting strategic planning.</p>
5	Goal formulation	<p>Identify goal formulation as a crucial step in the planning Process.</p> <p>Formulate business plans that have broad organisational goals at the top of the hierarchy and specific individual goals at the bottom.</p> <p>Set goals that are aligned with, focused on and derived from the mission of an organization.</p> <p>Explain how goal formulation forms the basis of the planning process.</p> <p>Set goals that are aligned with the goals of an organisation for a department/unit/section and for yourself.</p> <p>Apply the management by objectives (MBO) process to set goals at the individual level.</p> <p>Interpret the goals of an organization.</p>
6	Creative problem solving and decision making	<p>Differentiate between problems, problem solving and decision-making.</p> <p>Compare the different models and techniques that can assist managerial decision-making.</p> <p>Identify the conditions for decision-making.</p> <p>Describe group decision-making.</p> <p>Explain the techniques for improving group decision-making.</p> <p>Recommend tools for decision-making under the various decision-making conditions.</p>
7	Information management	<p>Explain the link between decision-making and information Management.</p> <p>Differentiate between data and information and list the attributes of useful information.</p> <p>Identify the characteristics of useful information.</p> <p>Classify information systems according to their use in operational and managerial support.</p> <p>Explain how management information systems can support decision-making.</p> <p>Explain the role of managerial end-users in developing an information system.</p>
8	Organising and delegating	<p>Explain the concept of organising, organisation and organisational structure.</p> <p>Identify the factors that influence managers' choice of an organisational structure.</p> <p>Expound on the importance of organising and attaining the organisation's goals.</p> <p>Explain why there is a need to both centralise and decentralise authority.</p> <p>Describe the delegation process, the principles of effective delegation, and obstacles to delegation and how to overcome them.</p> <p>Describe the types of organisational structures that managers can design and explain why they choose one structure over another.</p> <p>Propose recommendations regarding the design or redesign of jobs as a motivational factor.</p> <p>Explain why managers must co-ordinate and integrate among jobs, functions and divisions as an organisation grows.</p> <p>Explain why managers who seek new ways to increase efficiency and effectiveness are using strategic alliances and network structures.</p>
9	Human resource management and development	<p>Explain the environment in which human resource management takes place.</p> <p>Describe job analysis.</p> <p>Explain strategic human resource planning.</p> <p>Describe equal employment opportunities.</p> <p>Describe staff planning and management of training.</p> <p>Explain staff development and careers.</p> <p>Describe negotiation and collective bargaining</p> <p>Suggest ways of improving individual performance in the workplace.</p> <p>Explain the usefulness of emotional intelligence (EI) as a way of differentiating between superior and average performers.</p>

10	Managing change: culture, innovation and technology	<p>Explain how environmental changes force the organisation to adapt.</p> <p>Distinguish between first-order and second-order change.</p> <p>Describe how internal changes can be planned.</p> <p>Describe and discuss the change process.</p> <p>Identify and describe the four main areas of organisational change.</p> <p>Recommend ways of overcoming resistance to change.</p> <p>Explain the concept of organisational culture.</p> <p>Discuss why management of the organisational culture is important in order to change the organisation.</p> <p>Explain the importance of aligning the organisation's culture with the chosen strategy and structure, when necessary.</p> <p>Explain what an organisational culture analysis (OCA) encompasses.</p>
11	Managing diversity	<p>Define diversity, ethnocentrism and stereotyping.</p> <p>Identify the primary and secondary dimensions of diversity.</p> <p>Recommend strategies for managing diversity.</p> <p>Grasp the central role that managers play in the effective management of diversity.</p> <p>Describe the opportunities and challenges presented by diversity.</p> <p>Recognise and explain cultural differences.</p> <p>Suggest ways of managing diversity effectively in organisations.</p> <p>Identify the cultural dimensions of diversity in a South African business environment.</p> <p>Understand the importance of different cultural values</p>
12	Leadership	<p>Explain the importance of leadership as a management function.</p> <p>Explain the nature and composition of leadership.</p> <p>Differentiate between leadership and management.</p> <p>Identify the traits that show the strongest relationship to leadership, the behaviours leaders engage in, and the limitations of the trait and behaviour models of leadership.</p> <p>Evaluate different leadership models and comment on contemporary perspectives on leadership.</p> <p>Explain what leaders really do.</p>
13	Logistics management	<p>Understand the role of logistics in an enterprise.</p> <p>Define customer service.</p> <p>Describe electronic and other logistics information systems.</p> <p>Explain inventory management.</p> <p>Explain materials management with special reference to Japanese systems.</p> <p>Define supply chain management.</p> <p>Explain the methods of transport.</p> <p>Illustrate the calculation of transport cost.</p> <p>Illustrate the types and costs of warehousing.</p> <p>Explain electronic aids in materials handling cost and price determination of purchases.</p> <p>Explain how logistics can be organised.</p> <p>Explain methods for improving logistics performance.</p>
14	Project management	<p>Understand project management concepts.</p> <p>Conduct a needs identification.</p> <p>Understand the role of a project manager.</p> <p>Explain the functioning of a project.</p> <p>Differentiate between types of project organisations.</p> <p>Understand project communication and documentation.</p> <p>Explain the planning and controlling of projects.</p> <p>Describe the resource considerations and allocations for projects.</p> <p>Undertake cost planning and performance evaluation.</p>