

## H6MTP : Management Theory and Practice

Module Code:	H6MTP
Long Title	Management Theory and Practice <b>APPROVED</b>
Title	Management Theory and Practice
Module Level:	LEVEL 6
EQF Level:	5
EHEA Level:	Short Cycle
Credits:	5
Module Coordinator:	Pauline Kelly Phelan
Module Author:	Andrea Del Campo Dugova
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Examine the principles of management and the characteristics that contribute to managerial effectiveness
LO2	Discuss and analyse the primary activities of management, planning, organising, leading, controlling
LO3	Apply management theory and practice to differing scenarios and contexts
LO4	Critically assess current management examples and practices in organisationsdomestically and internationally
LO5	Critique developments in modern management and post-modern management theory
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	As per programme requirements (outlined in4.2.2 Minimum requirements for general learning)

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Module Content & Assessment			
Indicative Content			
<b>INTRODUCTION TO MANAGEMENT:</b> Define and examine the role of managers and management, the nature and context of management, examination of managerial roles, activities and behaviours, propositions on effective management and managers			
<b>THE EVOLUTION OF MANAGEMENT:</b> modern approaches to management theory, the classical approaches, human relations school, systems theory, contingency theory, post-modern management theory			
<b>THE BUSINESS ENVIRONMENT:</b> macro environment, the political, economic, social and technological environments, the task environment, competitive analysis, managing the external environment			
<b>PLANNING AND DECISION MAKING:</b> the importance of planning, the difficulties of planning, a framework for planning, examining the purpose and mission of the organisation – the mission, planning and the environment, different types of strategies and levels of strategy, implementation of plans and the difficulties of implementation, evaluation and feedback			
<b>ORGANISING:</b> the importance of organisational structure, key elements in designing organisational structure, contingency factors influencing structure, implications of differing structural choices, organising for integration, collaboration and innovation, boundaryless (networked / virtual) organisations, the flexible firm and contingent workforce, issues with contemporary organisation for employees and employers			
<b>CONTROLLING:</b> the importance of control, the control process, controlling employee performance, controlling organisational performance, issues with control			
<b>LEADING:</b> comparing leadership and management, developments in leadership theory – trait, behavioural, contingency, contemporary leadership theory			
Assessment Breakdown			%
End of Module Assessment			100.00%
Assessments			
Full Time			
No Coursework			
End of Module Assessment			
<b>Assessment Type:</b>	Terminal Exam	<b>% of total:</b>	100
<b>Assessment Date:</b>	End-of-Semester	<b>Outcome addressed:</b>	1,2,3,4,5
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Written assessment at the end of the module delivery period in the form of a timed examination, with student choice in terms of the questions / topics to be answered.			
No Workplace Assessment			
Reassessment Requirement			
<b>Repeat examination</b> <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			
<b>Reassessment Description</b> The Repeat assessment will be in the same format.			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	24	Per Semester	2.00
Directed Learning	Directed e-learning	6	Per Semester	0.50
Independent Learning	Independent learning	83	Per Semester	6.92
Tutorial	Mentoring and small-group tutoring	12	Per Semester	1.00
Total Weekly Contact Hours				3.50

Module Resources	
<i>Recommended Book Resources</i>	
Robbins, S.P., and Coulter, M. (2020), Management, 15th Global Edition. Pearson, UK.	
<i>Supplementary Book Resources</i>	
<p>Daft, R.L. and Benson, A. (2016), Management, Cengage, EMEA.</p> <p>Mullins, L.J., with Gill, C. (2016), Management and Organisational Behaviour, 11th Ed. FT Prentice Hall, Harlow.</p> <p>G. A. Cole, and P. Kelly. (2015), Management Theory and Practice, 8th Ed. International Thomson Business Press, Andover.</p> <p>Tiernan, S.D. and Morley, M. J. (2013), Modern Management Theory and Practice for Students in Ireland, 4th. Gill and MacMillan.</p>	
<i>Recommended Article/Paper Resources</i>	
<p>Harvard Business Review.</p> <p>Irish Journal of Management.</p> <p>British Journal of Management.</p> <p>Journal of Management Studies.</p>	
<i>This module does not have any other resources</i>	
Discussion Note:	