



# SYLLABUS

## MANAGEMENT 1

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### OBJECTIVE

To introduce students to the fundamental concepts and basic functions of management.

### RECOMMENDED TEXTBOOKS

1. Management Principles – A Contemporary Edition for Africa, by Smit & Cronje (Latest Edition)
2. Recommended text – Management, by Robbins & Coulter (Latest Edition): (Prentice-Hall)

### SYLLABUS

#### 1. SCHOOLS OF MANGEMENT THOUGHT 2%

Name the different schools of management thought;  
Difference between;  
the scientific school;  
the administrative theory;  
quantitative approach;  
the human relations/behavioural schools;  
the systems approach;  
the contingency approach;  
contemporary approaches (tqn etc.);  
current approaches tqn, re-engineering;

#### 2. THE PROCESS OF MANAGEMENT 3%

Explain what the general responsibility of management is  
Give a definition of management  
Describe the four main tasks of management  
Differentiate between the three levels of management  
Describe the functional areas of management

#### 3. THE ENVIRONMENT OF A BUSINESS 5%

Basic knowledge of the forms of business ownership (sole proprietorship, partnership, company. Close, corporation) – not for examination purposes  
Explain why an organisation is called a system  
Describe the various components of the macro-environment of organisations  
Describe the various components of the microenvironment of organisations  
Explain what a market or task environment is  
Explain how these environments influence the establishment of a business in  
Terms of;  
marketability of the product or service  
location of the business

resources required such as capital (both start-up and working capital);  
staff; raw materials; equipment; plant and machinery

#### **4. PLANNING** **22%**

Give a definition of planning

Explain the purpose and importance of planning

Describe the various kinds of plans in a hierarchy (purpose/mission; goals;  
Strategies; policies; procedures and rules; programmes; budgets)

Explain in correct order the steps in the planning process (awareness of opportunities; determining the mission, purpose and goals; considering planning premises; identifying alternatives; comparing alternatives in the light of goals sought; choosing an alternative; formulating supportive plans; developing budgets);

Explain how to draw up business objectives/goals and describe the characteristics of goals

Describe the technique of Management by Objectives (MbO)

Differentiate between strategic, functional and operational planning (the strategic planning process is not required)

#### **5. ORGANISING:** **22%**

Outline the steps in the organising process

Describe the various types of organisational objectives, namely survival, growth and interaction

Give reasons why organising is necessary

Explain the basic principles of organising:

Specialisation; job design in terms of; specialisation; rotation; enlargement; enrichment; work teams; and the advantages and disadvantages of each; departmentalisation (functional, process, product/service, geographic, customer); co-ordination; chain of command; span of control; the scalar principle; delegation; the process: the assignment of responsibility; the granting of authority and the creation of accountability; principles of effective delegation; problems in delegating and how to solve them; centralisation, decentralisation and divisionalisation; factors determining the degree of centralisation and decentralisation; advantages and disadvantages of decentralisation

Describe the various types of organisations that can be designed and illustrate these by means of organisations;

Likert's System 1 and System 4 organisations;

The influence of technology; size and organisational culture on organisation design;

The influence of environment and information on organisational design; matrix organisational structure; divisional organisational structure.

Differentiate between line-and staff roles; responsibilities and authority levels; the inherent conflict between staff and line and means of reducing this conflict

#### **6. DECISION-MAKING** **5%**

List in correct order the steps in the decision-making process (not to be confused with the planning process) identify and define the problem; develop alternative solutions; evaluate the alternatives; select the best alternative; implement the chosen alternative; evaluate and control).

Differentiate between programmed and non-programmed decisions.

Describe the conditions under which decisions are made, namely risk, uncertainty and certainty.

#### **7. LEADING** **10%**

Give a definition of leadership.

Distinguish between kinds of leadership.

Describe the attributes of an effective leader.

Define and describe the components of leadership, namely authority and power and explain their interrelationship.

#### **8. MOTIVATING** **7%**

Explain the concepts – need, drive and goal.

Differentiate between and describe the following motivational theories:

content theories – Maslow, Herzberg, McGregor, McClelland

process theories – Vroom

Describe the ways in which managers can motivate employees in order to improve productivity and to maintain a consistent level of output.

## **9. COMMUNICATION:**

**5%**

Explain and illustrate diagrammatically the communication model.

Explain each component of the communication model

Identify where communication problems (barriers) occur in an organisation and what can be done to solve them.

Describe the ways in which communication moves through the various channels of communication in an organisation, namely vertical, horizontal, and diagonal.

Differentiate between internal and external communication and outline the instruments that can be used for each.

## **10. CONTROL**

**15%**

Give a definition of control.

Describe the nature of control.

Explain why control is important for an organisation.

Describe the steps in the control process and draw an appropriate diagram to illustrate this.

Identify the resources that should be controlled (inventory; finances; information; human resources).

List the characteristics of a good control system.

Explain how planning and control are integrated.

## **11. MANAGING CHANGE**

**5%**

Explain why dealing with change is essential to the survival of an organisation.

Explain the causes of change (internal and external forces).

Describe the steps in the change process (forces for change; recognising the need for change; diagnosing the problem; identifying alternative organisational development methods; recognising limiting conditions; selecting method; overcoming resistance; implementing and monitoring).

Outline the factors that cause resistance to change and explain how to overcome them.

## **1. HUMAN REOSURCES**

Describe the functions of the human resources department with regard to:

Manpower planning

Job analysis

Job description

Job specification

Recruitment

Selection

Placement

Induction/orientation

Performance appraisal

Training

Remuneration

Safety

Turnover

## **EXAMINATION**

Note: The sections on forms of business ownership and human resources must be studied but will not be examined.

A three-hour examination based on short/paragraph answers and essays.

Recall: 70%                      Understanding/Application 30%

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