



OLYMPIA BUSINESS SCHOOL

ADVANCED DIPLOMA IN HOSPITALITY MANAGEMENT

FILO-TEXT

OCTOBER 12, 1998

12 WEEKS

Management and Organisation II

RAFFLES EDUCATION GROUP

Kuala Lumpur ♦ Petaling Jaya ♦ Penang ♦ Singapore ♦ Jakarta ♦ Bangkok ♦ Beijing ♦ London ♦ New-York

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INTRODUCTION

THE SUBJECT**MANAGEMENT AND ORGANISATION II**

Welcome to Management and Organisation II.

Management and Organization II gives us an in depth knowledge of Management. In M & O I we were just introduced to the different functions of Management, which are studied in more detail in M & O II.

Each and every organization has to follow a particular structure. Which structure an organization follows will depend upon innumerable number of factors, which have to be clearly understood by the student.

The Organizing function of management involves bringing together all the resources and effectively managing them. The ambiguity in the relationship between Responsibility, Accountability, Delegation and Authority is handled here.

You will be able to apply the knowledge they gain in the real life situation when they actually start working.

HOW TO USE THE FILO-TEXT?

The Filo-text is a tool providing you guidance for this subject. It provides you a general information on the following:

- Assessment
- Attendance
- Fees
- Contact time
- The academic team
- The academic planner

For every week, it then provides you with the following information:

- The topic
- The objective(s) of the lecture
- The textbook and the chapter(s) and page(s) related to the given topic
- The other reference books available to you in the library
- Additional reference material for your own research
- The objective(s) of the tutorial
- Questions to prepare for discussion during the tutorial
- Questions for your personal research

Use the Filo-text to prepare yourself prior to the lecture, between the lecture and the tutorial and after the tutorial.

ASSESSMENT

Student assessment will be evaluated based on the following breakdown:

1) Individual Assignment	15 %
2) Mid -Term Examination	15 %
3) Team Project	20 %
4) Final Examination	50 %
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Total	100 %

INDIVIDUAL ASSIGNMENT

An individual assignment will be given to the student on the first week and will have to be returned no later than week 6. The marked assignment will be returned to the student by no later than week 8.

The assignment will be related to the topics covered between week 1 and week 4 inclusive. It will comprise a written report of approximately 500 words.

Should the student fail to submit his/her assignment on week 6, the result will automatically be nil.

MID-TERM EXAMINATION

A mid-term examination will be conducted during the lecture session of week 8. It will assess the students' knowledge and understanding of the topics covered up to week 6.

The results, together with the answer scripts, will be returned to the students no later than week 10.

Should a student be absent without a valid apology, the result will automatically be nil.

TEAM PROJECT

A team project will be assigned to students during the first week. The team will comprise of 4 to 6 students.

The report of the team project will have to be submitted to the subject lecturer by no later than week 10 and will be presented on week 11. Late submission won't be entertained and will automatically result in no marks being awarded.

FINAL EXAMINATION

The final examination will be conducted on week 13 or week 14 and its duration will be 3 hours.

Registration for the examination is open from week 3 and is closing on week 6. **Make sure you register on time.** No late registration will be entertained.

The format of the examination is as follows:

- | | |
|--------------------------------------|---------------------------|
| • Section A - Short Answer Questions | 5 * 4 Points |
| • Section B - Essay Questions | Any 4 out of 6 *20 Points |
| • Total | 100 Points |

ATTENDANCE

Attendance for both the lectures and the tutorials is compulsory. Any student not attending a class should provide a medical certificate or a written justification (signed by a parent or guardian in the case of a full-time student). Should a student fail to do so, he/she will be considered truant.

Should a student attendance for a given subject is lower than 70 %, he/she will not be allowed to sit for the final examination.

Punctuality is equally important. The lecturer is entitled to refuse entry into the classroom to any student that would present him/herself late.

FEES

The registration fee is to be paid upon registration.

The course fee is paid either in full, per semester or by instalments. For payments made in full, the payment is due before the first lecture. For payments made by semester, the payment per semester is due on the first day of the semester. For monthly instalments, the first payment is due on the first day of classes while the subsequent payments are due on the first day of each subsequent month.

Should any student have difficulty to pay his/her fees on time, he/she must meet with the (Deputy) Principal to arrange an alternative. Any student that would not have settled his/her fees and would not have met with the (Deputy) Principal will not be allowed to attend classes or to sit for an examination.

CONTACT-TIME**FULL-TIME**

The duration of the classes is 12 weeks. Contact time consists of 2 hours of lecture and 1 ½ hours of tutorial per week.

PART-TIME

The duration of the classes is 12 weeks. Contact time consists of 1 ½ hours of lecture per week.

For each hour of contact, the student is expected to spend at least 2 hours of unsupervised work, be individually or in groups.

THE ACADEMIC TEAM

At the beginning of the first lecture, please fill-in the following:

	Day	Time		Room
		Starting	Finishing	
Lecture				
Lecturer				
Consultation				
Tutorial				
Tutor				
Consultation				
Class Lecturer				
Consultation				
Lecturer-in-Charge				
Consultation				
Principal				
Consultation				
Head of Department				
Consultation				
Subject Representative				

THE ACADEMIC PLANNER

Here is an outline of the topics you will cover, week after week.

<u>Week</u>	<u>Date</u>	<u>Topic</u>
1		Organizing Concepts and Organization Structure
2		Organizing Concepts and Organization Structure
3		Managerial Communication
4		Group Performance ,Inter group Behavior and Conflict
5		Group Performance ,Inter group Behavior and Conflict
6		Human Resources Management And The Staffing Function
7		Human Resources Management And The Staffing Function
8		Mid Term
9		International Management
10		International Management
11		Management Information System
12		REVISION
13 & 14		Final Examination

WEEK 1 & 2

Lecture Subject: ORGANIZING CONCEPTS AND ORGANIZATION STRUCTURE

Lecture Objectives:

On completion of this lecture, the student will have acquired the following:

- Understanding of the concept and meaning of responsibility
- Understanding of the concept and meaning of accountability
- Understanding of the concept and meaning of centralization
- Understanding of the concept and meaning of decentralization
- Ability to differentiate and recognise the differences between centralization and decentralization
- Ability to understand and recognise types of organization structures

Textbook:

	Chapter(s)	Pages
Management, Bartol & Martin 3 rd Edition	8 & 9	251 - 313

Reference Books:

Management – Concepts, Practices and Skills, Rwayne Mondy & Shayne R Premeaux

Management and Organisation, Andrew J Durbin & Duane Ireland

Essentials of Management, Koontz, O Donnel & Wehrich

Questions available for self-assessment:

- 1) Define “Responsibility”. Explain what you understand by this term with the help of an example.
- 2) What do you understand by the term “Authority”? Explain with a suitable example.
- 3) What do you mean by delegation? Explain the process of delegation.
- 4) Explain line and staff concepts. What are the benefits and limitations of staff position?
- 5) 5. Define Accountability.
- 6) Distinguish between delegation, responsibility, authority and accountability by using appropriate illustrations or scenarios.
- 7) Why do managers find delegation difficult? What are the guides for overcoming weak delegation?
- 8) Explain the pros and cons of Centralization vs. Decentralization.
- 9) What are the different types of structural alternatives?
- 10) What factors have to be considered before deciding on which organizational structure to follow?

Tutorial Subject: ORGANIZING CONCEPTS AND ORGANIZATION
STRUCTURE

Tutorial's Objectives:

On completion of this tutorial, the student would have:

- Transformed the knowledge acquired during the lecture into a sound understanding of the topics covered.
- Compared the concepts taught during the lecture with concepts presented in other reference books.
- Applied the concepts taught during the lecture to the real life environment.
- Identified the relevance of the concepts taught during the lecture to the real needs of today's professionals

Questions to prepare for discussion during the tutorial

- 1) Why has there been a conflict between line and staffs for so long? Can this conflict be removed?
- 2) What are the advantages and limitations of Decentralization?
- 3) What would you expect the results of a mismatch between delegation and responsibility be?
- 4) Explain the Matrix Organization Structure. When is it appropriate for an organization to adopt a matrix structure?
- 5) What factors would influence your decision to delegate work to your subordinates?

WEEK 3

Lecture Subject: MANAGERIAL COMMUNICATION

Lecture Objectives:

On completion of this lecture, the student will have acquired the following:

- Understanding of the communication process
- Understanding of what should be communicated
- Understanding of the channels of communication
- Understanding of the communication network
- Ability to recognise and knowledge of how to overcome barriers to communication
- Specific understanding of barriers to effective group communication
- Understanding of how a manager can become good communicators

Textbook:

	Chapter(s)	Pages
Management, Bartol & Martin 3 rd Edition	14	443 - 471

Reference Books:

Management – Concepts, Practices and Skills, Rwayne Mondy & Shayne R Premeaux

Management and Organisation, Andrew J Durbin & Duane Ireland

Essentials of Management, Koontz, O Donnel & Weihrich

Questions available for self-assessment:

- 1) Define Communication. What is the importance of communication for the organization?
- 2) Explain the communication process with the help of diagrams.
- 3) What are the types of organizations?
- 4) What do you understand by the term vertical communication? Explain downward and upward communication under vertical communication.
- 5) What is horizontal communication?
- 6) What do you mean by Grapevine?
- 7) What are the barriers to effective communication?
- 8) How can these barriers be overcome so that managers can become good communicators?
- 9) What is the role of electronic media in communication?

Tutorial Subject: MANAGERIAL COMMUNICATION**Tutorial's Objectives:**

On completion of this tutorial, the student would have:

- Transformed the knowledge acquired during the lecture into a sound understanding of the topics covered.
- Compared the concepts taught during the lecture with concepts presented in other reference books.
- Applied the concepts taught during the lecture to the real life environment.
- Identified the relevance of the concepts taught during the lecture to the real needs of today's professionals

Questions to prepare for discussion during the tutorial

- 1) List different channels for transmitting a message. Discuss the advantages and disadvantages of various channels.
- 2) What are the advantages and disadvantages of written and oral communication? Which do you use and under what circumstances?
- 3) How well do you listen? How could you improve your listening skills?
- 4) What is information overload? Do you ever experience it? How do you deal with it?
- 5) Discuss means for making committee more effective?

WEEK 4 & 5

Lecture Subject: GROUP PERFORMANCE, INTER-GROUP BEHAVIOR AND CONFLICT

Lecture Objectives:

On completion of this lecture, the student will have acquired an understanding of the following terms and concepts:

- Groups
- Group formation
- Group development
- Factors influencing group effectiveness
- Methods of increasing group effectiveness
- Work-team effectiveness
- Conflict in organisations
- Potential causes of conflict
- How conflict becomes apparent
- Interpersonal conflict management
- Structural conflict management

Textbook:

	Chapter(s)	Pages
Management, Bartol & Martin 3 rd Edition	15	472 - 506

Reference Books:

Management – Concepts, Practices and Skills, Rwayne Mondy & Shayne R Premeaux

Management and Organisation, Andrew J Durbin & Duane Ireland

Essentials of Management, Koontz, O Donnel & Weihrich

Questions available for self-assessment:

- 1) What is a group?
- 2) What are the reasons for the formation of groups?
- 3) Identify the 4 main successive stages of group development.
- 4) Define Group Cohesiveness. What are the factors affecting group cohesiveness?
- 5) How can group effectiveness be increased?
- 6) What are the potential causes of conflict in an organization?
- 7) Define roles. When does role conflict arise for an individual? How is it to be handled?
- 8) When does structural conflict arise? How is it to be managed?
- 9) What are the types of work groups?
- 10) Explain the Normative Model of group effectiveness.

Tutorial Subject: GROUP PERFORMANCE, INTER-GROUP BEHAVIOR AND CONFLICT**Tutorial's Objectives:**

On completion of this tutorial, the student would have:

- Transformed the knowledge acquired during the lecture into a sound understanding of the topics covered.
- Compared the concepts taught during the lecture with concepts presented in other reference books.
- Applied the concepts taught during the lecture to the real life environment.
- Identified the relevance of the concepts taught during the lecture to the real needs of today's professionals

Questions to prepare for discussion during the tutorial

- 1) Explain the importance of group values and norms. Give examples.
- 2) Distinguish between formal and informal groups. What functions do groups serve in an organization?
- 3) What are the characteristics of an effective work group? As a manager how would you attempt to develop effective group relationships and performance?
- 4) Explain different forms of role conflict, which can result in role stress. Give an account of a situation in which you have experienced role conflict, which led to role stress?
- 5) Differentiate between task force and teams. Identify how each can promote innovation.

WEEK 6 & 7

Lecture Subject: HUMAN RESOURCE MANAGEMENT AND THE STAFFING FUNCTION

Lecture Objectives:

On completion of this lecture, the student will have acquired an understanding of the following terms and concepts:

- The human resource management function
- The staffing process
- Job analysis
- Human resource planning
- Recruitment
- The selection process

Textbook:

	Chapter(s)	Pages
Management, Bartol & Martin 3 rd Edition	10	314 - 348

Reference Books:

Management – Concepts, Practices and Skills, Rwayne Mondy & Shayne R Premeaux

Management and Organisation, Andrew J Durbin & Duane Ireland

Essentials of Management, Koontz, O Donnel & Wehrich

Questions available for self-assessment:

- 1) What do you mean by Human Resource Management? Why it is important?
- 2) What is adverse impact? How can it be proven?
- 3) What is the difference between affirmative action and equal employment opportunity? Explain how you set up an affirmative action program.
- 4) What is Job Analysis? How can you make use of the information it provides?
- 5) Discuss the several methods of collecting job analysis data.
- 6) What are the steps involved in Job Analysis?
- 7) Define Recruitment. Explain the process of manpower planning. What are the sources of manpower?
- 8) Discuss the advantages and disadvantages of internal recruitment.
- 9) Explain the various stages in the selection process.
- 10) Explain validity in tests.

**Tutorial Subject: HUMAN RESOURCE MANAGEMENT AND THE
STAFFING FUNCTION****Tutorial's Objectives:**

On completion of this tutorial, the student would have:

- Transformed the knowledge acquired during the lecture into a sound understanding of the topics covered.
- Compared the concepts taught during the lecture with concepts presented in other reference books.
- Applied the concepts taught during the lecture to the real life environment.
- Identified the relevance of the concepts taught during the lecture to the real needs of today's professionals

Questions to prepare for discussion during the tutorial

- 1) Give examples of how Human Resources Management concept and techniques can be of use to all managers.
- 2) What items are typically included in the job description? What items are not shown?
- 3) What type of information can an application form provide you with?
- 4) Do interviews have to be a waste of time? Why not?
- 5) How can unionizing be avoided?

WEEK 8

MID TERM EXAMINATION

Topics covered:

All topics from week 1 to 6. (15%)

WEEK 9 & 10**Lecture Subject: INTERNATIONAL MANAGEMENT****Lecture Objectives:**

On completion of this lecture, the student will have acquired an understanding of the following:

- The Nature of International Management
- Assessing the International Environment
- Gauging International Strategic Issues
- Organizing International Business
- Managing Diversity
- Handling Social Responsibility and Ethical Issues

Textbook:

	Chapter(s)	Pages
Management, Bartol & Martin 3 rd Edition	20	635-668

Reference Books:

Management – Concepts, Practices and Skills, Rwayne Mondy & Shayne R Premeaux

Management and Organisation, Andrew J Durbin & Duane Ireland

Essentials of Management, Koontz, O Donnel & Weihrich

Questions available for self-assessment:

- 1) Define International Management. Explain the nature of International Management.
- 2) Explain the orientations toward International Management.
- 3) Describe the different factors that have to be looked into while assessing the International Environment.
- 4) How do you think nations can gain competitive advantage?
- 5) What are the different methods of International Entry?
- 6) Explain the four major strategy options available to Multinationals.

Tutorial Subject: INTERNATIONAL MANAGEMENT**Tutorial's Objectives:**

On completion of this tutorial, the student would have:

- Transformed the knowledge acquired during the lecture into a sound understanding of the topics covered.
- Compared the concepts taught during the lecture with concepts presented in other reference books.
- Applied the concepts taught during the lecture to the real life environment.
- Identified the relevance of the concepts taught during the lecture to the real needs of today's professionals

Question to prepare for discussion during the tutorial:

Read the chapter opening case 'Unilever' and answer the questions for discussion at the end of the chapter.

WEEK 11

Lecture Subject: MANAGEMENT INFORMATION SYSTEM (MIS)

Lecture Objectives:

On completion of this lecture, the student will have acquired an understanding of the following concepts:

- Information needs of a firm
- Characteristics of an effective MIS
- The MIS at Different Organizational Levels
- Guidelines for effective MIS Design
- Implementation of MIS
- Computer Selection
- Information Subsystem
- Technology affecting management

Textbook:

	Chapter(s)	Pages
Management, Bartol & Martin 3 rd Edition	19	602-634

Reference Books:

Management – Concepts, Practices and Skills, Rwayne Mondy & Shayne R Premeaux

Management and Organisation, Andrew J Durbin & Duane Ireland

Essentials of Management, Koontz, O Donnel & Weihrich

Questions available for self-assessment:

- 1) What is MIS?
- 2) Trace the evolution of MIS.
- 3) What are the characteristics of an effective MIS?
- 4) Explain the steps involved in designing the MIS?
- 5) Explain the steps involved in implementing the MIS?
- 6) How has the MIS affected the Managers Job?
- 7) What is the impact of MIS at different organizational levels?

Tutorial Subject: MANAGEMENT INFORMATION SYSTEMS**Tutorial's Objectives:**

On completion of this tutorial, the student would have:

- Transformed the knowledge acquired during the lecture into a sound understanding of the topics covered.
- Compared the concepts taught during the lecture with concepts presented in other reference books.
- Applied the concepts taught during the lecture to the real life environment.
- Identified the relevance of the concepts taught during the lecture to the real needs of today's professionals

Question to prepare for discussion during the tutorial:

- 1) How is MIS changing the Manager's job?
- 2) How do the information requirements of a supervisor and senior executives differ?
- 3) Why might top managers be highly resistant to computers?
- 4) In the past, managers had a choice to use computers or not. To what extent do you feel computers are an integral part of the modern day business?

WEEK 12

REVISION