

### **24.3.3. PRINCIPLES AND PRACTICE OF MANAGEMENT (144 HRS)**

#### **23.3.3.01: INTRODUCTION**

This course unit is aimed at equipping the trainee with knowledge and skills that will enable him/her to perform management functions in an organisation.

#### **23.3.3.02: GENERAL OBJECTIVES**

By the end of this course unit, the trainee should be able to:

- a) explain and apply the management function in an organisation
- b) assist managers at various levels in an organisation
- c) appreciate the role played by management in development
- d) cultivate a sense of entrepreneurship
- e) appreciate the importance of purchasing and supplies management in information technology
- f) undertake marketing activities in Information Technology sector.

#### **23.3.3.03: SUBJECT SUMMARY AND TIME ALLOCATION (154 HOURS)**

<b>CODE</b>	<b>TOPIC</b>	<b>SUB-TOPIC</b>	<b>HOURS</b>
<b>23.3.3.1</b>	INTRODUCTION OF MANAGEMENT	<ul style="list-style-type: none"><li>• definition of management</li><li>• early contribution to management</li><li>• the classical thought of management</li><li>• the human relations school of thought</li><li>• the modern thought to management</li><li>• the environment thought of management</li><li>• managerial functions as overview</li></ul>	14
<b>23.3.3.2</b>	PLANNING FUNCTION	<ul style="list-style-type: none"><li>• nature and purpose of planning</li><li>• types of plans</li><li>• principles of planning</li><li>• difficulties in planning</li></ul>	18
<b>23.3.3.3</b>	ORGANIZATION FUNCTION	<ul style="list-style-type: none"><li>• structure and organisational design</li><li>• departmentation</li><li>• authority relationship</li><li>• decentralisation of authority</li><li>• decision making</li></ul>	18

CODE	TOPIC	SUB-TOPIC	HOURS
<b>23.3.3.4</b>	STAFFING FUNCTION	<ul style="list-style-type: none"> <li>• definition of staffing</li> <li>• manpower planning</li> <li>• job design</li> <li>• job analysis</li> <li>• job evaluation</li> <li>• recruitment</li> <li>• selection</li> <li>• induction</li> <li>• retirement, redundancies and redeployment, training and retraining</li> <li>• personnel records, wages and redeployment, training and re-training</li> <li>• personnel records, wages and salaries industrial relations.</li> </ul>	18
<b>23.3.3.5</b>	DIRECTING/LEADING FUNCTION	<ul style="list-style-type: none"> <li>• the human factors in directing/leading</li> <li>• motivation</li> <li>• nature of leading/directing</li> <li>• co-ordination</li> </ul>	16
<b>23.3.3.6</b>	CONTROLLING FUNCTION	<ul style="list-style-type: none"> <li>• nature and characteristics of control</li> <li>• areas of control</li> <li>• non-bugetary controls</li> <li>• bugetary controls</li> </ul>	18
<b>23.3.3.7</b>	PERSONNEL MANAGEMENT	<ul style="list-style-type: none"> <li>• the scope of personnel management</li> <li>• staffing</li> <li>• wages and salaries administration</li> <li>• employee development</li> <li>• industrial relations</li> </ul>	16
<b>23.3.3.8</b>	PURCHASING AND SUPPLIES MANAGEMENT	<ul style="list-style-type: none"> <li>• overview of purchasing and supplies management</li> <li>• computer hard and software purchasing processes</li> <li>• ethical standards in purchasing computer hardware and software</li> <li>• negotiations and determination of terms of purchase</li> <li>• stock and inventory control information</li> <li>• technology industry</li> </ul>	18

CODE	TOPIC	SUB-TOPIC	HOURS
23.3.3.9	MARKETING MANAGEMENT	<ul style="list-style-type: none"> <li>• overview of marketing and marketing management</li> <li>• marketing mix</li> <li>• marketing research</li> <li>• after sales service</li> <li>• consumer behaviour</li> <li>• marketing planning</li> <li>• marketing control</li> </ul>	18

### 23.3.3.1T INTRODUCTION TO MANAGEMENT

#### THEORY

#### 23.3.3.1.T0 Specific Objectives

By the end of this topic, the trainee should be able to:

- a) explain the meaning of management
- b) describe fully the evolution of management thought
- c) explain the role and contributions of the major players in the evolution for management thought; ROBERT OWEN, CHARLES BABBAGE, FREDRICK TAYLOR, HENRY FAYOL, LILIAN CILBREITH
- d) describe the impact of the external and internal environment on management
- e) explain the functions of modern management in an organization

#### CONTENT

#### 23.3.3.1.T1 Definition of management

what is management – AN ART or A SCIENCE?  
the theories of management  
who is a manager?

#### 23.3.3.1.T2 The early contribution to management

Roman Catholic Church  
Military organization  
Camera lists  
Robert Babbage etc

#### 23.3.3.1.T3 The classical thought management

Scientific Management  
Its characteristics and contributions to management thought and : Frederick Taylor and Frank and Lilian Gilbreith  
The behavioural science and human relations school of thought  
The characteristics and contributions of behavioural science management school of thought:

Industrial Psychology, Sociological Approach,  
The Hawthorne Studies, Max Weber and Bureaucracy  
The characteristics of Human Relations School of Thought and its contributions to management thought – Henry Fayol

The system approach to management thought

- Its characteristics and contribution
- Types of systems : Chester Bernard

**23.3.3.1.T4** The modern school of management thought  
management science or mathematical approach management  
empirical or cox approach  
behavioural approach  
socio-technical systems approach  
contingency or situational approach  
operational or managerial roles approach  
combination of the above

**23.3.3.1.T5** The Environment of Management  
overview  
external environment  
internal environment  
the impact of environment on management

**23.3.3.1.T6** Managerial functions – an overview  
planning  
organising  
staffing  
leading/directing  
controlling

### **23.3.3.2T THE FUNCTION OF PLANNING**

THEORY

#### **23.3.3.2.T0 Specific Objectives**

By the end of this topic, the trainee should be able to:

- a) explain the meaning of planning
- b) explain the reason for planning
- c) describe the steps in planning
- d) explain the types of plans
- e) explain the principles of planning
- f) describe the reasons for failure of plans and how they can be overcome

## CONTENT

- 23.3.3.2.T1** Nature and Purpose of planning  
definition of planning  
the need for planning  
techniques used in planning
- 23.3.3.2.T2** Types of plans  
definition of a plan  
purpose of mission  
objectives  
strategies  
politics  
rules and procedures  
programming and scheduling  
budgets  
long term, medium term and short term plans
- 23.3.3.2.T3** Principles of planning  
flexibility  
reality  
commitment principles  
persuasiveness  
co-ordination
- 23.3.3.2.T4** Difficulties in planning  
reasons for plan failures  
evaluation of plans  
making effective plans
- 23.3.3.2.T5** Managerial Functions – An over view  
planning  
organising  
staffing  
leading/directing  
controlling

## **23.3.3.3T THE FUNCTION OF ORGANIZATION**

### THEORY

- 23.3.3.3.T0** Specific Objectives

By the end of this topic, the trainee should be able to:

- a) identify various organizational structures
- b) explain the need for departmentalisation in an organization
- c) identify the various basis of departmentalization
- d) distinguish between line and staff relationships in an organization
- e) identify the factors that determine the degree of delegation of authority
- f) relate the principles of organization to specific institutions
- g) identify the various ways of decision making in an organization e.g. and grow
- h) explain the circumstances committees, groups, etc would be used in decision making
- i) highlight the limitations of using each of the various methods of decision-making.

#### CONTENT

- 23.3.3.3.T1** Structure and organization design  
different types of organizations e.g. formal informal etc
- 23.3.3.3.T2** Departmentalization  
importance of departmentalization  
basis of departmentalization e.g. time, product, function, customers etc  
service departments
- 23.3.3.3.T3** Authority relationships  
authority and power  
functional authority  
line and staff relationship  
limitations
- 23.3.3.3.T4** Decentralization of authority  
need for decentralization  
the art of decentralization  
delegation  
factors determining degree of delegation  
problems encountered in delegation
- 23.3.3.3.T5** Decision making  
the nature of decision-making  
individual, committee and group decision-making  
problems encountered in delegation

## **23.3.3.4T THE FUNCTION OF STAFFING**

### **THEORY**

#### **23.3.3.4.T0 Specific Objectives**

By the end of this topic, the trainee should be able to:

- a) define staffing
- b) explain the manpower planning process
- c) explain the demand for and the supply of labour
- d) explain job analysis and job evaluation
- e) carry out job analysis and job evaluation
- f) explain recruitment and selection procedures
- g) identify various methods of induction training
- h) explain the concepts retirement, redundancies, employment, training and retraining
- i) explain the approaches to job design
- j) explain the uses of personnel records
- k) identify the various types of personnel

### **CONTENT**

**23.3.3.4.T1** Definition of staffing

**23.3.3.4.T2** Manpower planning

meaning

the manpower planning process

assessing the demand for and supply of labour

**23.3.3.4.T3** Estimation manpower requirements

**23.3.3.4.T4** Job analysis

definition

job description

job specification

benefits of job analysis

**23.3.3.4.T5** Job Evaluation

definition

methods of job evaluation – analytical and non-analytical

**23.3.3.4.T6** Recruitment

definition

recruitment policies and procedures

sources of employee recruitment

- 23.3.3.4.T7** Selection  
 definition  
 salient features of the selection process e.g. applications, short listing, interviewing, tests, referenced, decision
- 23.3.3.4.T8** Indication – orientation placement  
 organisation manuals, organisation charts etc.
- 23.3.3.4.T9** Retirement redundancies re-deployment  
 training
- 23.3.3.4.T10** Personnel records  
 uses of personnel records  
 types of personnel records  
 computerised personnel records

### **23.3.3.5T THE FUNCTION OF DIRECTING/LEADERSHIP**

#### THEORY

**23.3.3.5.T1** Specific Objectives

By the end of this topic, the trainee should be able to:

- a) highlight the necessary attributes of an effective leader
- b) explain the significance of the human factor in the process of directing
- c) explain various motivation theories
- d) evaluate the various leadership styles
- e) distinguish between leadership and managing

#### CONTENT

**23.3.3.5.T2** The human factor in directing

managing and the human factor  
 models of people  
 creativity and innovation in leadership

**23.3.3.5.T3** Motivation

meaning of motivation  
 motivation factors  
 theories of motivation  
 the carrot and the stick  
 hierarchy of needs  
 expectancy etc

**23.3.3.5.T4** Nature of directing/leadership



- leadership qualities
- leadership behaviour
- leadership styles
  - democratic
  - laissez – fair
  - benevolent
  - autocratic

- 23.3.3.5.T5** Co-ordination
- meaning and need for co-ordination
  - styles of co-ordination

### **23.3.3.6T THE CONTROLLING FUNCTION**

#### THEORY

**23.3.3.6.T0 Specific Objectives**

By the end of this topic, the trainee should be able to:

- a) define the term control
- b) explain the role of the controlling process in an organisation
- c) explain the areas of control
- d) identify and evaluate the different types of control operations within and organization
- e) describe the control procedures used for human resources materials, finance and capital

#### CONTENT

- 23.3.3.6.T1** Nature and characteristics of control
- define control
  - the role of control within an organization
  - types of control
  - open and closed loop systems
  - principles of control
- 23.3.3.6.T2** Areas of control
- finance
  - human resources
  - materials and stock production
  - capital
- 23.3.3.6.T3** Non-Budgetary controls
- personal observation-inspection
  - reports

audit programmes  
human resources accounting  
ratio analyze  
break-even analysis  
time event network analysis  
management by objectives (MBO)

### **23.3.3.7T PERSONNEL MANAGEMENT**

#### THEORY

#### **22.3.7.T0 Specific Objectives**

By the end of this topic, the trainee should be able to:

- a) define personnel management
- b) explain the role and functions of a personnel department in an organization
- c) explain the duties and responsibilities of a personnel manger
- d) describe the various types of training and other staff development programmes
- e) identify areas that could stimulate conflict
- f) describe methods of reducing and resolving conflicts
- g) explain the term discipline and how disciplinary actions are carried out
- h) explain the relationship that exists between the trade unions, government and management

#### CONTENT

#### **23.3.3.7.T1** The meaning and role of personnel management

definition  
personnel management Vs general management  
personnel policies  
duties and responsibilities of a personnel manager

#### **23.3.3.7.T2** Staffing

manpower planning  
job analysis  
job evaluation  
recruitment  
selection  
placement  
job design  
retirement, redundancies and re-deployment  
personnel records

**23.3.3.7.T3** Wages and salaries administration  
principles of wages and salary administration  
wages and salary systems and employee benefits  
job grading and salary scales

**23.3.3.7.T4** Employee development  
the role of staff development  
performance services appraisal  
schemes of services  
determination of training needs  
- types of training needs  
- training design  
- training evaluation  
- management development

**23.3.3.7.T5** Industrial Relations  
definition  
the background for industrial relations in Kenya  
collective bargaining  
disputes and strikes  
discipline and disciplinary action  
organizations involved in industrial relations

## **23.3.3.8T PURCHASING AND SUPPLIES MANAGEMENT**

### THEORY

#### **23.3.3.8.T0 Specific Objectives**

By the end of this topic, the trainee should be able to:

- a) explain the principles governing purchasing and supplies of computer
- b) outline the computer hard and software purchasing processes
- c) describe the ethical obligation of suppliers to I. T. equipment to the buyers
- d) uphold ethical standards in information technology
- e) describe the negotiations techniques
- f) explain the importance of stock control in information management

### CONTENT

**23.3.3.8.T1** Overview of purchasing and supplies management  
purchasing principles  
supply principles  
purchasing in a dynamic industry  
importance of purchasing activities to an industry

**23.3.3.8.T2** Computer hardware and software purchasing processes e.g the purchase style  
ordering and clearing the order  
control of quantity and control  
receiving and inspection for quality  
terms and conditions of purchase  
order specification

**23.3.3.8.T3** Ethical standards in purchasing computer hardware and software  
purchasing standards  
ethical obligations  
obligation of the company  
conflict of interest obligation to supplier  
combating unethical practices  
social responsibility

**23.3.3.8.T4** Negotiations and determination of the terms of purchase  
the nature of negotiations  
techniques of negotiations  
stages of negotiations  
objectives and tactics of negotiations  
sourcing policy  
evaluation of suppliers  
managing contract of prize

**23.3.3.8.T5** Stock and inventory control in Information Technology Industry  
stock and inventory control principles  
stock and inventory control techniques  
determination of stock levels  
stock taking techniques  
storage systems of Information Technology equipment

## **23.3.3.9T MARKETING MANAGEMENT**

### **THEORY**

#### **23.3.3.9.T0 Specific Objectives**

By the end of this topic, the trainee should be able to:

- a) highlight the principles governing marketing and marketing management
- b) describe the various elements of the marketing mix
- c) explain the reasons why organizations undertake marketing research

- d) outline the importance of after sale service to the information technology
- e) explain the reasons why a marketing manager needs to undertake consumer behaviours
- f) explain the concept of marketing planning
- g) discuss the need or marketing control in an organisation

#### CONTENT

- 23.3.3.9.T1** Overview of marketing and marketing principles
  - marketing principles
  - marketing concept
  - functions of a marketing manager
  - marketing management activities
- 23.3.3.9.T2** Marketing mix
  - product
  - price
  - promotion
  - distribution
- 23.3.3.9.T3** Marketing research
  - the nature and scope of marketing research
  - role of marketing research
  - procedure for conducting market research
  - market research design
- 23.3.3.9.T4** After sales services
  - need for after sales services in information technology industry
  - importance of after sales services in information technology equipment
- 23.3.3.9.T5** Marketing planning
  - nature of marketing planning
  - steps in marketing planning
  - developing marketing strategies
  - sales forecasting techniques
- 23.3.3.9.T6** Marketing control
  - scope of marketing control
  - marketing control cycles
  - development of standards of control
  - principles of effective marketing control
  - strategies in marketing control

## **TEACHING/LEARNING RESOURCES**

Whiteboard

Relevant text books and free e-books

Content from www

Resource person

## **ASSESSMENT MODE**

Written Tests

Oral test

*easytvvet.com*