

Department of Business Management
MANAGEMENT IA

Only Study Guide for
MNG1502



Department of Business Management
University of South Africa,
Pretoria

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IMPORTANT INFORMATION

Please activate your myUnisa and myLife e-mail address and ensure that you have regular access to the myUnisa module site.

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WELCOME

WELCOME TO MNG1502

Dear Student

Welcome to Management 1A, MNG1502. We thank you for registering for this module and we hope that you will find this module interesting, meaningful and enriching.

For this module, there is a **prescribed textbook without which you will NOT be able to pass the module**. The study material is intended to guide you through the textbook and does NOT replace the textbook. Details of the prescribed textbook can be found under the **Prescribed Textbook** link on myUnisa and in your Tutorial Letter 101.

Kindly refer to Tutorial Letter 101 (found under the **Official Study Material** tab on myUnisa) for information pertaining to your assignments. **Please ensure that you submit your assignments before the due dates.**

A video session will be hosted by the lecturers. Please see Tutorial Letter 101 for more information.

Should you encounter any difficulties with the content of this module, please do not hesitate to contact us via e-mail, telephone or a pre-arranged personal appointment.

We look forward to being your partners in this endeavour.

Kind regards

Your MNG1502 lecturers




LEARNING UNITS









This module comprises six learning units as highlighted in the table below. These learning units form the basis of your assignments and examination and must be studied in their totality. Please use these learning units as a starting point when approaching your studies and always consult your textbook for more detailed information. The learning units and their corresponding chapters in the prescribed textbook are as follows:

Learning Unit	Chapter in the prescribed textbook
Learning unit 1	Chapter 1 – An outline of management
Learning unit 2	Chapter 2 – Management functions
Learning unit 3	Chapter 3 – Leadership and teamwork
Learning unit 4	Chapter 4 – Interpersonal skills
Learning unit 5	Chapter 5 – Contemporary issues – part one
Learning unit 6	Chapter 6 – Contemporary issues – part two

ICONS USED IN THIS DOCUMENT

In this study guide you may come across the following icons:

ICON	DESCRIPTION
	The key concepts icon draws your attention to certain keywords or concepts that you will come across in the chapter concerned.
	The learning objectives indicate what aspects of the particular chapter you have to master.
	Mind maps are provided to help you to identify the relationship between various parts of the study material.

STUDY 	<p>The study icon indicates which sections of the prescribed textbook you need to study.</p>
READ 	<p>The read icon will direct you to certain sections of the prescribed textbook which you should read for background information.</p>
ACTIVITY 	<p>The activity icon refers to activities that you must do to develop a deeper understanding of the study material.</p>
FEEDBACK 	<p>The feedback icon indicates that comments are provided on how you could have answered the self-assessment activities.</p>
ASSESSMENT 	<p>When you see the assessment icon, you will need to test your knowledge, understanding and application of the material you have just studied.</p>
TIME OUT 	<p>The time-out icon indicates that you should take a rest because you have reached the end of a chapter or topic.</p>
WEBSITE 	<p>The website icon will refer you to a website link with additional relevant and interesting information about a certain topic.</p>
VIDEO 	<p>The video icon will refer you to a YouTube video to watch. This video will contain additional relevant and interesting information on a certain topic.</p>

GOING ONLINE

As a registered Unisa student, you have access to the myUnisa learning portal, where you can access important study material related to your modules, as well as communicate with your lecturers and fellow students.

If you have never logged onto myUnisa before, you need to set up your myLife account on the myUnisa portal. To create an account, go to the myUnisa website (<https://my.unisa.ac.za/portal>), click on the **Claim UNISA Login** link and follow the steps. Once this is completed, you can access myUnisa by entering your student number and password. Once you are logged in, you will have access to the various modules that you are registered for.



FIGURE 2: myUnisa portal

USING THE NAVIGATION BAR AND MYUNISA TOOLS

Once you have successfully logged in to myUnisa, you will have access to all of your modules (you may have to click on the **More Sites** tab to access your modules). On each of your module sites, you will find various navigation options (or tools) which you can use to access options such as study material (under the **Official Study Material, Learning Units** and **Additional Resources** tabs) or discussion forums. These options are displayed on the left-hand side of the screen. Each option has its own function and contains its own important information. Click on the specific navigation option and it will open the page containing the information you are looking for.

The first page you will see on any module site is the home page and the welcome message. Here you will also see any recent announcements that have been posted, a **calendar** tool, as well as your navigation tools.

The following information should be helpful if you need information about managing your studies on myUnisa:

How will this module be offered?

The module is delivered in a blended mode, which means that it is available online on myUnisa and in a printed document which you will receive at registration or shortly thereafter. Students who cannot access myUnisa will not be penalised for being unable to do so. Your lecturers and e-tutors will interact and communicate with you through myUnisa and e-mail and, therefore, we strongly suggest you visit myUnisa at least once a week.

Where will I find my study material?

If you are in a position to access the internet on a regular basis you can engage with your study material on myUnisa and participate in online activities. Your study guides and tutorial letters will be available under the **Official Study Material** tab on myUnisa. Please remember that the study guide will not replace any prescribed textbooks!

What is myUnisa?

myUnisa was created to serve as a digital classroom and study space where you can engage with your studies, your lecturer and your fellow students. myUnisa makes it possible for you to use a digital device like a laptop, a tablet or even a smart cell phone to receive instructions, guidance, get access to sources and resources, listen to a podcast, interact with your lecturer/s and other students, download learning material, et cetera.

How does myUnisa work?

In this brief overview we refer to those functions of myUnisa that you may encounter and need on a regular basis. On the left-hand side of your myUnisa module page you will find a series of options known as “tools”. You can click on each of them in order to access the “information” that the tool represents. These tools start with **Home**, **Assignments**, et cetera from the top down.

myUnisa tools

When you click on the myUnisa tools there may, or may not, be a definition of the tool at the top of the page that is opened, for example **Discussion Forums**, **FAQs** and **Wiki** are defined while **Additional Resources** for instance is not defined.

Each myUnisa tool has its own function and some of them are explained very briefly below. You can open only one tool at a time and will have to learn how to move from one tool to the other and how to move from one option within a tool to another option within the same tool. Moving around in myUnisa is known as “navigating”.

Certain modules' myUnisa page may include a longer list of tools than others. The activation of tools depends on how the responsible lecturer and other role players envisaged the flow of information and how they intended you to be exposed to the learning experience. The supposed absence of a tool on a module page is, therefore, not an indication that myUnisa is not working as it should.

Now follows a brief overview of some of the myUnisa tools, how some of them are related to one another and how they will be useful to you.

- **Home.** Here you will find a welcome message from your lecturers. Your lecturer/s may also use this space to alert you to something important that you need to take note of. Because your lecturers assume you will probably visit **Home** for news, they may post a message here to inform you of a new announcement that was placed under **Announcements** or to another tool where an important development has occurred.
- **Announcements.** While general announcements may be made under **Home** you must pay regular visits to **Announcements** in order to make sure you did not miss an important bit of information. This can relate to a wide range of matters, like module specific arrangements, assignments and resources. If you have registered yourself correctly on myUnisa you will receive an e-mail notification every time your lecturer posts a new **Announcement**. Always check the list of previous announcements to make sure that you have not missed any important notices.
- **Discussion Forums.** This is a valuable and safe space where you can interact with fellow students about topics relating to the module that you have enrolled for. A discussion about a certain topic can be created by either yourself or your lecturer.
- **Official Study Material.** This is a space where printable matter is kept in PDF format. It is from here that you can download your official study material for your modules.
- **Additional Resources.** Your lecturer will identify resources that can contribute to your understanding of the module contents and store these resources here. You should investigate this function after you have registered for a module and during the course of the semester or year (where applicable) you can go there again to see if new resources were added. Your lecturer should alert you to new additions by means of a notice on **Announcements** or on the **Home Page**. In some cases material translated into Afrikaans and even selected African languages will also be available here.
- **Schedule.** This function presents you with a calendar on which important events for a module are entered on their due dates. Make sure you consult your study material for clarification on these dates.
- **Prescribed Books.** This tool contains a list of the prescribed books which are necessary for this module and which you must purchase.

Submission of assignments

It is advised that you submit your assignments electronically on myUnisa. Alternatively, you may post your assignment. Assignments may **not** be submitted by fax, e-mail, Drop Box or any other means.

For detailed information on assignments, please refer to the *Study @ Unisa* information document, an electronic copy which is on the Unisa website at <http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=26528>.

To submit an assignment via myUnisa:

- Go to myUnisa.
- Log in with your student number and password.
- Select the module.
- Click on **Assessments** in the menu on the left-hand side of the screen.
- Click on the assignment number you wish to submit.
- Follow the instructions.

NETIQUETTE

“Netiquette” refers to the way in which you should behave when you communicate online in the discussion forums. This implies simple, polite online discussions which are free from derogatory or rude comments. Online discussions in the module discussion forum are more formal than other public discussion forums. It helps to remember that in an online class, discussion forums are used in place of the face-to-face discussions or paper-based correspondence that you may be used to. We would like you to behave online just as you would if you were physically sitting in the room with your lecturer, or e-tutor, and all your classmates.

It is also important to understand that an online discussion in a university environment is more formal than a “text message” (sms). Text messaging uses abbreviations such as, “How R U?” Such abbreviated language is **not appropriate** in an online discussion forum. You have to use full words and complete sentences, and you must please post your comments in English so that everybody can understand what you are asking or sharing.

It is challenging to put your thoughts into words and make them understandable to others, without calling for strenuous effort on their part. The majority of Unisa students write in a second or third language. Therefore, you need to read through all your posts before you finally post them. Typing errors, spelling errors, and mixed up sentences always creep into your messages as you compose them. Clean them up before you subject others to them!

You must also consider that how you come across online will determine how others perceive you to be. To put yourself in the best light possible, or simply to make yourself understood, be sure to edit your messages before you post them. This is true of private messages as well as forum discussions.

(Acknowledgement: http://www.lavc.edu/virtualvalley/ols/lesson_4_online_discussions.html#4_3_netiquette [adjusted])

For more information about Netiquette, consult <http://www.albion.com/netiquette/corerules.html>.

PLANNING AND MANAGING YOUR TIME

Attempting to balance study, work, family life and extracurricular activities is a challenge requiring you to manage ever-increasing and competing demands. You, therefore, need to plan an appropriate schedule that will suit your own needs and circumstances. You

will be able to see the due dates for assignments on the calendar tool on myUnisa as well as in your Tutorial Letter 101. You should consider following some of the following recommendations:

Browse through the module site

Take some time to browse through the module site and familiarise yourself with the requirements and demands of the module. This will enable you to see the “big picture” of the whole module. Enter assignment due dates and the other important events relating to the module that you need to attend to in your personal diary.

Compile a study timetable

Decide on strategies for planning ahead and compile your personal study timetable after you have taken note of all the important due dates and activities associated with the module.

Approach your studies systematically

As this module is based on two sources, namely the prescribed textbook and the study guide, it is recommended that you approach your studies systematically. The approach that you should follow is to first read through the information in the study guide as this will provide you with a brief overview of what you can expect. Once you have the basic outline, consult the corresponding chapter in the prescribed textbook. Study each chapter in depth as your assignment and examination questions will be based on this information.

Once you have worked through the content, you can focus your attention on the activities and assessments which you will come across. Work your way systematically through the various learning activities, self-assessment questions, case studies, assignments based on them, et cetera. These activities are found throughout the study guide and at the end of each chapter in the prescribed textbook. Make sure that you meet all the requirements for the learning activities. As far as possible, try not to consult your study material when working through the activities. Use your study material to check whether your answers are correct and where you went wrong. Use the learning objectives and assessment criteria, the supporting material and learning activities (mentioned under learning units on myUnisa) as indicators of the knowledge and skills you need to develop.

Contact your lecturers and/or e-tutors

Contact us if you experience difficulties with any aspects of the module either via e-mail, telephone or the **Discussion Forums** tool on myUnisa. Our contact details are available on the home page of the module site as well as in Tutorial Letter 101.

Contact your peers

You are advised to make regular contact with your peers (via the myUnisa **Discussion Forums** tool). Engage with them to clarify and broaden your understanding of challenging concepts and themes. By participating in discussions you will develop new insights into your module as well as develop skills that you can apply in the workplace. Most students do not participate in discussions and in the process they miss out on an extremely important

facet of learning, namely to learn how to use subject terminology and to engage in actual discussions about subject-related challenges.

FREQUENTLY ASKED QUESTIONS

In this section, you will find a list of frequently asked questions, some of which you may encounter during the course of your studies. We advise you to first consult this list should you have any questions. If your question is not on this list, or if you are still uncertain about the answer, feel free to contact your e-tutor or lecturer.

TUTORIAL LETTERS AND STUDY MATERIAL

What are tutorial letters and what information do they contain?

The tutorial letters form part of your study material and contain information relating to specific aspects of a particular module. Each tutorial letter is given a specific number, such as 101, 201 or 301. In **Tutorial Letter 101** you will find your assignments for this module, as well as the necessary information pertaining to your assignments and the video sessions. It will also provide you with further information relating to the study material and other resources for this module. You should receive this tutorial letter at registration.

Tutorial Letter 201 contains feedback on your two assignments. This tutorial letter will only be made available to you sometime after the due date for Assignment 02. Please note that this tutorial letter, like the others, will also be made available on myUnisa for you to access and download. The only difference is that this tutorial letter will not be immediately available to you after registration.

Please do not discard any tutorial letters you received from us. You must read them thoroughly as important information regarding your module is contained within them.

Will I receive all my study material when I register?

It is possible that not all of your study material will be available to you when you register. Outstanding study material will be sent to you as soon as it has become available. Kindly note that Tutorial Letter 201 will only be available sometime after the due date for the second assignment.

All of your study material is immediately available for you to download on myUnisa once you have finalised your registration and can be found under the **Official Study Material** tab.

What study material will I receive for this module and is it available in different languages?

For MNG1502, you will receive a study guide and a number of tutorial letters. In addition, there is a **prescribed textbook which you must purchase yourself**. Without this prescribed textbook, you will not be able to pass the module.

In terms of the languages, all of your official study material is available to you in English. We have also translated the study guide into a number of languages, namely:

- Afrikaans
- Ndebele
- Northern Sotho
- Setswana
- Siswati
- Southern Sotho
- Xhosa
- Venda
- Zulu

All of these documents can be accessed from the **Official Study Material** tab on myUnisa.

STUDENT SUPPORT SERVICES

Who should I contact if I have administrative queries?

Should you have any administrative queries, such as study material not received, finances, or issues with myUnisa, please contact the relevant departments. Unfortunately, the lecturers cannot provide you with much assistance with regard to these enquiries. The contact details of these departments can be found online, as well as in the *Study @ Unisa* brochure.

Who should I contact if I have academic queries?

All queries relating to the content of MNG1502 should be directed to your e-tutors. Should they be unable to assist you with your query, you are welcome to contact the lecturers. The lecturers' contact details are found in Tutorial Letter 101.

E-mail is the preferred method of communicating with your lecturers, but phone calls and personal visits are also welcome. However, you need to make an appointment to see your lecturers. This is very important as the lecturers may not always be in their offices or they may have prior engagements. So to avoid disappointment, **please make an appointment!**

What support can I expect from my lecturers?

You can expect us to do the following:

- We will provide you with up-to-date and relevant study material, which we regularly compare and benchmark against similar local and international programmes.
- We will keep the study material in line with the needs of industry and commerce by consulting regularly with the profession, industry leaders and government officials.
- We will assist you by giving you the opportunity to develop competencies and skills at a certain level. We will assess you by taking the level descriptors of the National Qualifications Framework into account.

- We will support you whenever you require academic assistance as we understand that studying through distance education is more challenging than attending a residential university.
- We will provide you with clear indications of what we expect from you in terms of your assessment.
- We will give you feedback on assignments.
- We will also post messages on myUnisa to guide you through the semester, as well as announcements and discussion forum topics. We would love for you to participate in the discussion forums as well as engage with the e-tutors when possible.

What resources will I be able to access via myUnisa?

We realise that as a distance education student, it is not always possible for you to visit a library or your lecturers if you encounter a challenging topic during your studies. Therefore, to assist you with this module, we have included a number of online resources on the MNG1502 module site.

On myUnisa, you will find the following documents:

- the study guide in a number of languages
- various tutorial letters
- PowerPoint slides from the video classes (under **Additional Resources**)

What other general student support services are available?

If you need to contact the University about matters which are not related to the content of this module, please consult the *Study @ Unisa* brochure, which you received with your study material. This brochure contains the contact information for the various departments at Unisa. Please remember to always have your **student number** and **module code** on hand when you contact the University.

Are there any study groups or classes for this module?

There are no official study groups for this module. However, we do encourage you to form your own study groups with other students who live in your area. These groups can be formed by sharing your contact details on the discussion forum.

Each student has been allocated to an e-tutor for this particular module. E-tutors will post regular questions and discussions on their specific e-tutor site. We encourage you to engage online with your e-tutor and the fellow students who have been allocated to a specific e-tutor with you.

While there are no official classes for this module, the lecturers do present a video class once per semester. While attending this class is not compulsory, we do recommend it as it gives you an opportunity to meet your lecturers and get clarity on those aspects of the module which you find challenging.

ASSESSMENT PLAN

How will I be assessed for this module?

You will be assessed on your progress during the semester based on your performance in the assignments and in the final examination. All assessment will be done against transparent assessment criteria that link directly to the outcomes of the module. There are two compulsory assignments per semester for MNG1502. These assignments form an integral part of your study programme and can be found in Tutorial Letter 101. You must complete both of these assignments and submit them before the due date. Failing to submit Assignment 01 will result in your registration being cancelled and you will be unable to write your examination.

By completing the assignments, you will develop a “feel” for the types of questions you can expect in the examination. The answers and guidelines for dealing with each assignment will appear in Tutorial Letter 201, which you will receive some time after the closing date for the assignments. You should study these guidelines in preparation for any examination questions that may stem from assignment questions.

Your final mark for MNG1502 will comprise of your semester mark and your examination mark. Your semester mark is made up of Assignment 01 and Assignment 02, with Assignment 01 contributing 20% to your semester mark and Assignment 02 contributing 80% to your semester mark. Your semester mark will then contribute 20% of your final mark, while your examination will contribute the other 80% of your final mark. You need to achieve a final mark of 50% in order to pass this module, or a final mark of 45% to qualify for the supplementary examination.

An example of how to calculate your year mark

Assignment 01	= 70%
Assignment 02	= 50%
Year mark	$= (70 \times 20\%) + (50 \times 80\%)$
	$= 14 + 40$
	$= 54\%$

An example of how to calculate your final mark

Year mark	= 54%
Examination mark	= 60%
Final mark	$= (54 \times 20\%) + (60 \times 80\%)$
	$= 10.8 + 48$
	$= 58.8$
	$= 59\%$

How important is attitude in achieving success in my studies?

Your attitude is very important in ensuring success. We know that you have an interest in management otherwise you would not have enrolled for this module! We would like to encourage you to develop a **positive attitude** towards your studies. To achieve this, there are a number of things to bear in mind.

Time is important for a distance education student. You must be in control of your time and manage it effectively. Draw up a study programme at the beginning of the semester, *and stick to it*. This requires discipline, but will ensure that you

- have sufficient time to work through all the relevant study material
- are able to submit the relevant tasks and assignments on the due dates
- have sufficient time for revision and preparing for the assignments and examination

Please

- Do **not** fall behind your work schedule.
- Work regularly and consistently.
- Make sure that you understand the work as you go along.
- Do **not** give up on difficult work; rather seek help as soon as possible.

How should I approach my studies?

We all have different learning styles and preferences. However, consider the following guidelines when you approach your studies:

- Allocate time to work through each learning unit and do the self-assessment activities which can be found in the textbook as well as in the study guide.
- Allow extra time for work that seems difficult or with which you know you have a problem understanding or interpreting it. Consult the study guide for the key terms which are written in your home language to help you gain an understanding of the content.
- When you compile a study plan, allow time for personal responsibilities such as family responsibilities, work obligations, social obligations, leave and relaxation.
- Make use of your most productive time for studying (e.g. late evening after the children have gone to bed or early morning before the rest of the family wake up).
- Remember that it is more effective to study for one hour on a regular basis (e.g. every day) than for ten consecutive hours every two weeks. Decide now how many hours you are going to spend on your studies per week. We recommend that you put one to two hours aside each day.
- Keep a record of your progress. It will be gratifying to see what you have accomplished, and it will inspire you if you fall behind. Be prepared for disruptions to your study programme due to unforeseen circumstances. Monitoring your progress will help you to catch up if you fall behind. Remember that it is easier to catch up one week's lost hours than an entire month's.

TECHNICAL ISSUES RELATED TO myUnisa

How do I create a new topic on the discussion forums?

To create a new topic on a forum, you need to do the following:

- Select and access the **Discussion Forums** link on myUnisa.
- Now, at the top of the page select the option **Add a New Topic**.
- Give your topic a descriptive name in the **Topic Title** box.
- In the **Message** box, write down the instructions for the discussion.
- Click on the **Submit** button to create your topic for discussion.

What is expected of me when I participate in the discussion forums?

Remember, online discussion forums are not the same as e-mail messages, a letter to the lecturer or a chat room, so you may not use the myUnisa discussion forums for personal messages to your lecturers or to one another. You are, however, welcome to use the forums to introduce yourself to your fellow students, to form study groups and to create your own topics.

The online discussion forum should be used only for **academic** purposes. For this reason, the discussions will be based on topics related to learning unit objectives, the assessments and the supporting content. The lecturers do monitor the discussion forums, on a weekly if not daily basis, and will respond to any questions which you may have. Any topics that are not related to the module content, or those which are of a derogatory nature, will be removed by the lecturers.

Online discussion forums are more like class discussions in a face-to-face classroom, where the lecturer raises discussion points and ask questions. All the students can then respond to the lecturer's questions as well as to one another's responses. While a debate on a particular topic can be helpful and insightful, please keep your comments professional and of an academic nature. Remember, we are all from different backgrounds and have different experiences, thoughts and opinions on a particular topic. So please try and remain objective and refrain from posting comments that are racist, sexist, derogatory or emotionally charged.

While it is not compulsory for you to participate in the discussion forums, it is recommended as participation will provide you with opportunities to:

- discuss and share issues on a subject area
- share experiences and ideas with your peers, e-tutors and lecturers
- solve problems collaboratively
- debate topical issues
- raise questions about the topic under discussion
- introduce the most recent developments in the subject area
- access additional resources related to relevant topics in this subject/discipline

LEARNING UNIT OBJECTIVES AND MODULE OUTCOMES

You will notice that each learning unit includes a list of learning objectives. These objectives are aligned with learning objectives in your prescribed textbook. The objectives require actions by you that involve explaining, describing, discussing, et cetera. These actions can be executed in a study group or on the myUnisa discussion forum for this module. They are intended to assist with your development as a student in the field of management.

Module outcomes are statements about what you will be assessed on in assignments and the examination. They declare what you must be able to do in order to succeed in the module. They span across learning units and provide direction when assessments for the module are compiled. The module outcomes are the following:

- The students are able to demonstrate an informed understanding of the evolution of management and the management environment in which the manager operates and in which the organisation must function.
- The students are able to demonstrate an ability to select and apply standard methods, procedures and techniques relating to the management of resources towards the effective and efficient achievement of enterprise goals.
- The students are able to select and apply methods, procedures and techniques relating to the management and development of people aimed at contributing constructively to the achievement of goals of the enterprise.
- The students are able to select and apply methods, procedures and techniques relating to the management and development of people aimed at contributing to the development of competence, capability and an understanding of contemporary issues like organisational culture and politics; diversity; ethics and code of conduct; social responsibility; managing change; and HIV/AIDS.

In assignments and the examination you will not be expected to explain, describe, discuss or draw because the assessment is conducted by means of multiple-choice questions. If you achieved the learning objectives though, you will have grown as a student in areas that you will have to rely on in your future studies.

Learning unit 1

AN OUTLINE OF MANAGEMENT

Contents

Learning objectives
 Key concepts
 Mind map
 Overview of the chapter
 What must I study?
 Study
 YouTube
 Self-assessment
 Time out



Learning objectives

When you have worked through chapter 1 in the study guide and your prescribed textbook, you should be able to:

- provide examples of early management activities
 - sketch the evolution of management since ancient times
 - distinguish between the various classical and contemporary approaches to management
 - explain the need to use an eclectic approach to managing the contemporary, flexible organisation
 - draw a diagram to depict the management environment
 - discuss the forces within the management environment that can impact on the operations of the organisation
-



Key concepts

You will need to master the following key concepts to achieve the learning objectives for this chapter. You would have mastered a key concept if you:

- can provide your own definition of the concept
- can understand what the concept entails
- know how the concept is related to other associated concepts (where applicable)

Management in antiquity	Medieval period	Industrial period	Evolution of management theory
Classical approaches	Scientific management	Bureaucracy	Administrative management
Contemporary approaches	Human relations approach	Quantitative management	Systems theory
Total quality management	Learning organisation	Re-engineering	Management environment
Micro-environment	Macro-environment	Global forces	Political-legal forces
Economic forces	Technological forces	Demographic forces	Socio-cultural forces
Task/market environment	Suppliers	Customers/clients	Competitors
Internal environment	Mission and goals	Business functions	Resources



Mind map

Go back to your prescribed textbook and read through chapter 1. Underline all the key concepts and refer to the mind map in figure 1.1 below with a view to establishing

- an overall impression of the chapter
- what the structure of the learning unit consists of
- which aspects or concepts are more closely related to one another than others

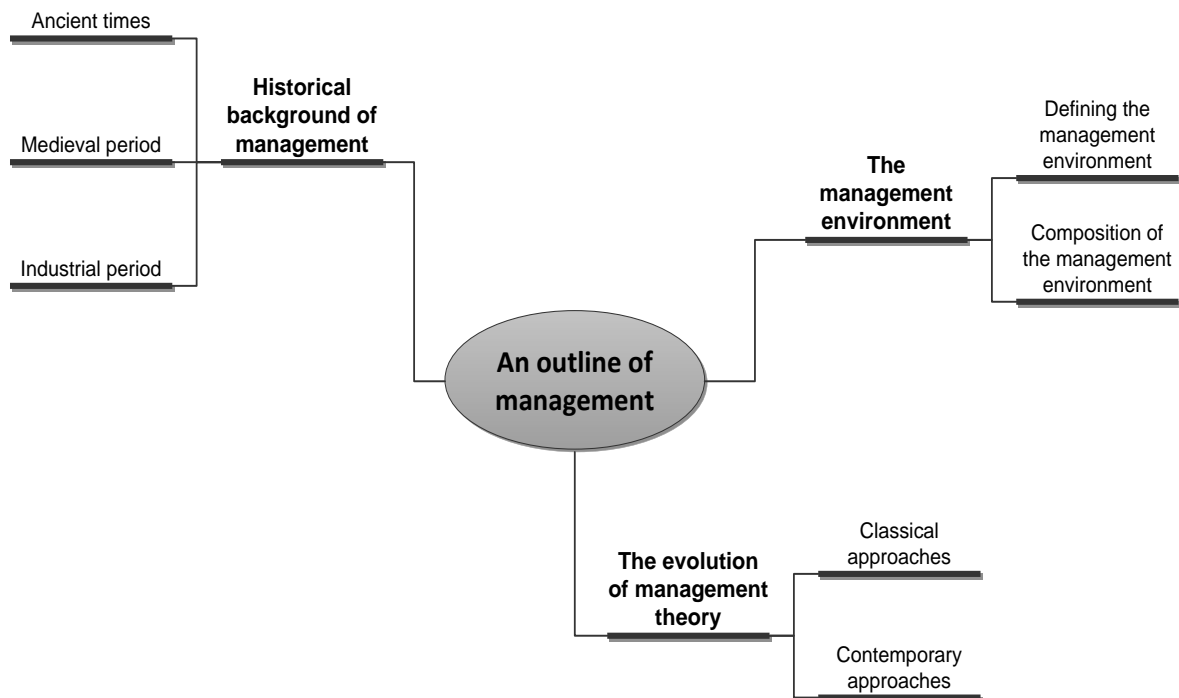


FIGURE 1.1: An outline of Chapter 1

OVERVIEW OF THE CHAPTER

To understand the rationale of chapter 1, it is important that you understand the principle that every organisation functions in an environment. The environments in which organisations function today are completely different from those in which they functioned ten years ago. For this reason chapter 1 in your textbook starts with the history and development of management. Different management theories follow on the history and the last part of this chapter focuses on the management environment in which all organisations function.

As we stated in the first paragraph, the environment in which any organisation functions changes all the time. In the early years this environment was based on an agricultural economy. This signalled the beginning of the evolution of an economy and saw improvements in both agricultural production and farm technology. The agricultural economy rapidly developed into the industrial economy, termed the Industrial Revolution. The emphasis during this time was on mass production and industrialisation, with factories and power-driven machinery being introduced. The service economy followed the industrial economy, which has since been replaced with the knowledge era, or new era, in which we find ourselves today.

WHAT MUST I STUDY?



Study

Study chapter 1 in your prescribed textbook and study unit 1 in the study guide.



YouTube

Watch the following YouTube videos on the evolution of the management theory. (Please be aware of the longer videos as more data is required.)

<https://www.youtube.com/watch?v=EobeHwOw3S4> (this video is 10 minutes and 37 seconds)

https://www.youtube.com/watch?v=5Z8OSr2_W2Q (this video is 23 minutes and 30 seconds)

<https://www.youtube.com/watch?v=xR4O-tlXwPQ> (this video is 20 minutes and 57 seconds)



YouTube

Watch the following YouTube videos on the management environment:

<https://www.youtube.com/watch?v=YfR2Qq7plvQ> (this video is 3 minutes and 21 seconds)

<https://www.youtube.com/watch?v=PCBcdk9hAF0> (this video is 2 minutes and 21 seconds)



Self-assessment

To test and evaluate your knowledge of this chapter, complete the following activities:

- Answer the assessment questions found under Additional Resources.
- Answer the self-evaluation questions at the end of chapter 1 in your prescribed textbook.

The answers to these self-assessment questions are found throughout your study material. Please feel free to discuss these questions with your e-tutors or fellow students on the e-tutor discussion forums.



Time out

Before proceeding, take some time to reflect on what you have learned in learning unit 1. Make sure you can achieve all the learning unit objectives as mentioned in the beginning of this chapter. Visit your e-tutor site to answer the questions they have posted on learning unit 1 and participate in the discussion forum topic on learning unit 1. Finally, make sure you can successfully complete the following fun activities:

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_1_crossword.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_1_match.htm

Can you answer all the questions?

Learning unit 2

MANAGEMENT FUNCTIONS

Contents

Learning objectives
 Key concepts
 Mind map
 Overview of the chapter
 What must I study?
 Study
 YouTube
 Self-assessment
 Time out



Learning objectives

When you have worked through chapter 2 in the study guide and your prescribed textbook, you should be able to:

- define management
 - apply the steps of the planning process to achieve the goals of the organisation
 - apply the principles of time management
 - discuss the organising principles of management
 - explain the principles of leadership, communication and motivation
 - apply the steps in the controlling process
 - describe the interaction of the management tasks or functions
-



Key concepts

You will need to master the following key concepts to achieve the learning objectives for this chapter. You would have mastered a key concept if you:

- can provide your own definition of the concept
- understand what the concept entails
- know how the concept is related to other associated concepts (where applicable)

Management	Planning	Organising	Leading
Control	Decision making	Motivation	Communication
Coordinating	Delegating	Goals and objectives	Strategies
Implement	Monitor	Time management	Authority
Responsibility	Accountability	Specialisation	Departmentalisation
Unity of command	The chain principle	Span of control	Centralisation
Decentralisation	Organisational structures	Integration	



Mind map

Go back to your prescribed textbook and read through chapter 2. Underline all the key concepts, and refer to the mind map in figure 2.1 below with a view to establishing:

- an overall impression of the chapter
- what the structure of the learning unit consists of
- which aspects or concepts are more closely related to one another than others

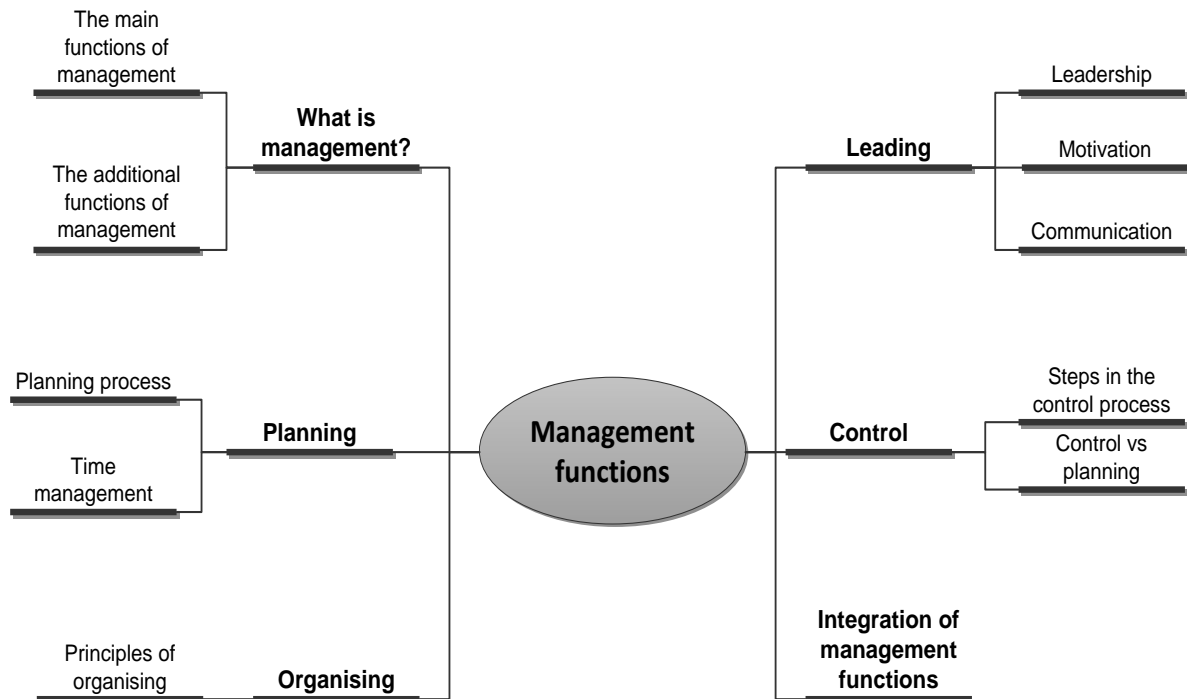


FIGURE 2.1: An outline of chapter 2

OVERVIEW OF THE CHAPTER

Chapter 2 explains the different management functions in the management model. This chapter is the key to the management model. Therefore, it is important that you understand the different management functions before you can understand the management model. The four basic management functions are planning, organising, leading and control. These functions are supported by five additional management functions, namely motivation, communication, delegation, coordination and decision making.

WHAT MUST I STUDY?



Study

Study chapter 2 in your prescribed textbook and study unit 2 in the study guide.



YouTube

Watch the following YouTube videos on the tasks of management:

<https://www.youtube.com/watch?v=WhCPqk9bAtg> (this video is 2 minutes 31 seconds)

<https://www.youtube.com/watch?v=3yVsOSbbPhc> (this video is 4 minutes and 28 seconds)

<https://www.youtube.com/watch?v=Xaf4iNOKRyU> (this video is 6 minutes and 28 seconds)



Self-assessment

To test and evaluate your knowledge of this chapter, complete the following activities:

- Answer the assessment questions found under Additional Resources.
- Answer the self-evaluation questions at the end of chapter 2 in your prescribed textbook.

The answers to these self-assessment questions are found throughout your study material. Please feel free to discuss these questions with your e-tutors or fellow students on the e-tutor discussion forums.



Time out

Before proceeding, take some time to reflect on what you have learned in learning unit 2. Make sure you can achieve all the learning unit objectives as mentioned in the beginning of this chapter. Visit your e-tutor site to answer the questions they have posted on learning unit 2 and participate in the discussion forum topic on learning unit 2. Finally, make sure you can successfully complete the following fun activities:

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_2_crossword.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_2_match.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_2_match_Organising.htm

Can you answer all the questions?

Learning unit 3

LEADERSHIP AND TEAMWORK

Contents

Learning objectives
 Key concepts
 Mind map
 Overview of the chapter
 What must I study?
 Study
 YouTube
 Self-assessment
 Time out



Learning objectives

When you have worked through chapter 3 in the study guide and your prescribed textbook, you should be able to:

- define leadership
 - list and discuss both the traditional and the charismatic qualities of leadership
 - discuss the managerial grid of Blake and Mouton (in Kroon, 1995) and apply it in practice
 - apply the life cycle theory of leadership in practice
 - give practical suggestions for effective leadership
 - define teamwork
 - apply the steps of establishing a team in the workplace
 - apply team leading principles in the workplace
-



Key concepts

You will need to master the following key concepts to achieve the learning objectives for this chapter. You would have mastered a key concept if you:

- can provide your own definition of the concept
- understand what the concept entails
- know how the concept is related to other associated concepts (where applicable)

Leading	Leadership	Traditional qualities	Charismatic qualities
Self-confidence	Intelligence	Enthusiasm	Honesty
Vision	Task-oriented leadership style	People-oriented leadership style	Managerial grid
Country club manager	Laissez-faire manager	Middle of the road manager	Autocratic manager
Team manager	Contingency approach	Life cycle theory	Effective leadership
Motivation	Communication	Conflict	Teams/groups
Balanced team	Coordinator	Shaper	Plant
Monitor evaluator	Implementer	Team worker	Resource investigator
Completer	Specialist		



Mind map

Go back to your prescribed textbook and read through chapter 3. Underline all the key concepts and refer to the mind map in figure 3.1 below with a view to establishing:

- an overall impression of the chapter
- what the structure of the learning unit consists of
- which aspects or concepts are more closely related to one another than others

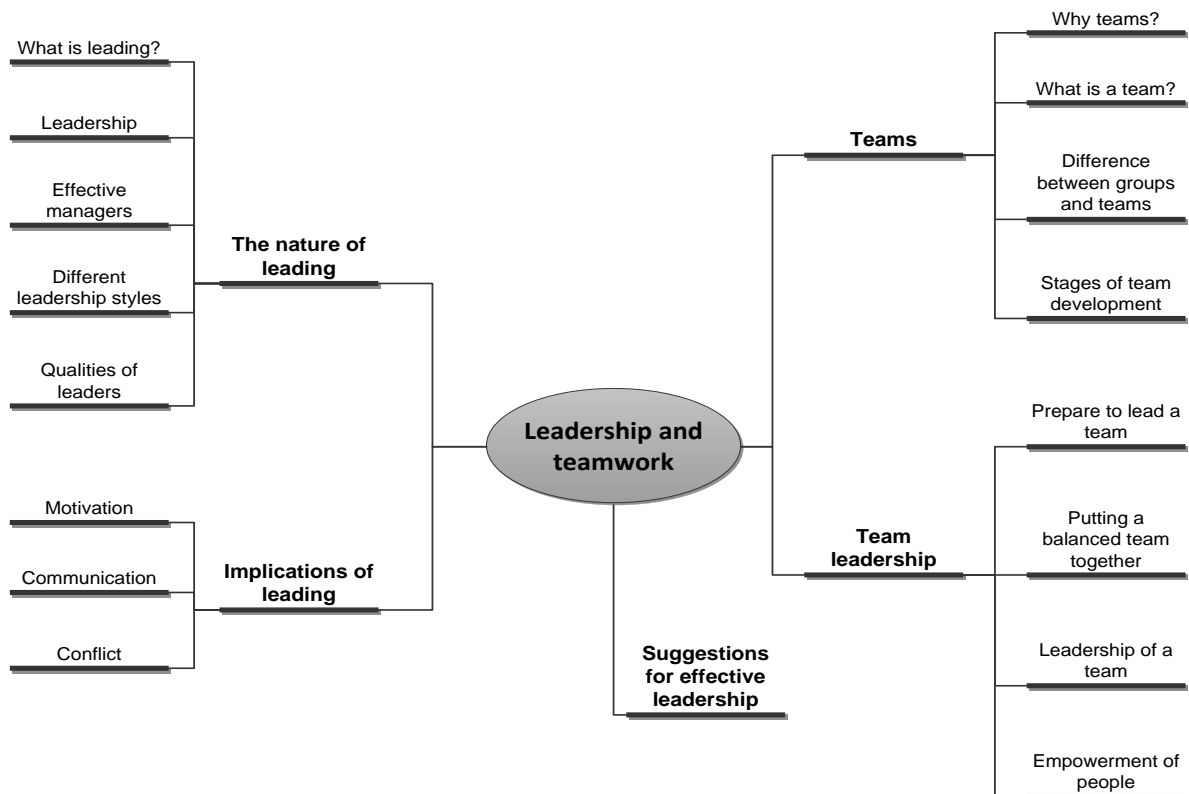


FIGURE 3.1: An outline of chapter 3

OVERVIEW OF THE CHAPTER

This chapter in your textbook is the focus of module 1. Leadership is a part of management because it plays a decisive role in the execution of the basic and additional management functions. Leadership is difficult to define, but is immediately recognisable. A leader is a person who lets other people work enthusiastically and willingly towards the objectives of the leader.

This chapter can be divided into two parts. The first part discusses leadership, the qualities of leadership, and the different leadership styles. The second part discusses teams and leadership styles in teams.

WHAT MUST I STUDY?



Study

Study chapter 3 in your prescribed textbook and study unit 3 in the study guide.



YouTube

Watch the following YouTube video on the differences between managers and leaders:
<https://www.youtube.com/watch?v=8ubRzzirRKs> (this video is 5 minutes and 48 seconds)



YouTube

Watch the following YouTube videos on effective leaders:
<https://www.youtube.com/watch?v=pYKH2uSax8U> (this video is 9 minutes and 37 seconds)
<https://www.youtube.com/watch?v=eG16EmA2Fe0> (this video is 4 minutes and 14 seconds)



YouTube

Watch the following YouTube videos on teams and teamwork:
https://www.youtube.com/watch?v=o_nEUIPS60U (this video is 4 minutes and 07 seconds)
https://www.youtube.com/watch?v=P_HZd5rAF6g (this video is 7 minutes and 03 seconds)
<https://www.youtube.com/watch?v=-efhOLVgEvM> (this video is 4 minutes and 04 seconds)



Self-assessment

To test and evaluate your knowledge of this chapter, complete the following activities:

- Answer the assessment questions found under Additional Resources.
- Answer the self-evaluation questions at the end of chapter 3 in your prescribed textbook.

The answers to these self-assessment questions are found throughout your study material. Please feel free to discuss these questions with your e-tutors or fellow students on the e-tutor discussion forums.



Time out

Before proceeding, take some time to reflect on what you have learned in learning unit 3. Make sure you can achieve all the learning unit objectives as mentioned in the beginning of this chapter. Visit your e-tutor site to answer the questions they have posted on learning unit 3 and participate in the discussion forum topic on learning unit 3. Finally, make sure you can successfully complete the following fun activities:

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_3_crossword.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_3_match.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_3_match_Teams.htm

Can you answer all the questions?

Learning unit 4

INTERPERSONAL SKILLS

Contents

Learning objectives
 Key concepts
 Mind map
 Overview of the chapter
 What must I study?
 Study
 YouTube
 Self-assessment
 Time out



Learning objectives

When you have worked through chapter 4 in this guide and your prescribed textbook, you should be able to:

- define the concept of communication
 - discuss the communication process
 - apply the principles of effective communication in your own life
 - explain the concept of motivation
 - apply the principles of effective motivation in your workplace
 - define the concept of conflict
 - identify the causes of conflict
 - apply the principles of managing conflict in the workplace
-



Key concepts

You will need to master the following key concepts to achieve the learning objectives for this chapter. You would have mastered a key concept if you:

- can provide your own definition of the concept
- understand what the concept entails
- know how the concept is related to other associated concepts (where applicable)

Communication	Communication process	Noise	Sender
Messages	Encoding	Channel	Decoding
Receiver	Feedback	Verbal communication	Non-verbal communication
Formal communication	Informal communication	Vertical communication	Downward communication
Upward communication	Horizontal communication	Motivation	Maslow's hierarchy of needs theory
Herzberg's motivation-hygiene theory	Theory X	Theory Y	Conflict
Constructive conflict	Destructive conflict	Relationship conflict	Information conflict
Interest conflict	Value conflict	Structural conflict	



Mind map

Go back to your prescribed textbook and read through chapter 4. Underline all the key concepts and refer to the mind map in figure 4.1 below with a view to establishing

- an overall impression of the chapter
- what the structure of the learning unit consists of
- which aspects or concepts are more closely related to one another than others

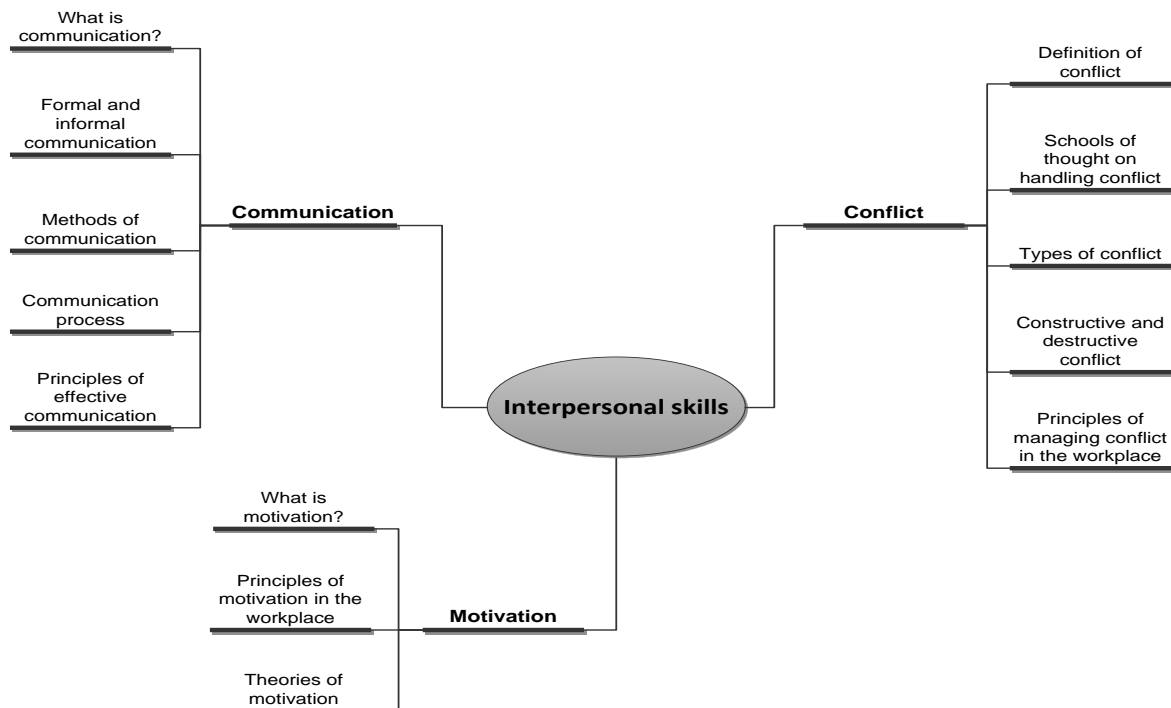


FIGURE 4.1: An outline of chapter 4

OVERVIEW OF THE CHAPTER

The three interpersonal skills which are discussed in this chapter can be related to leadership. These skills are:

- communication
- motivation
- conflict

As we indicated, it is important that you have these interpersonal competencies if you want to be an effective manager.

WHAT MUST I STUDY?



Study

Study chapter 4 in your prescribed textbook and study unit 4 in the study guide.



YouTube

Watch the following YouTube videos on communication:

<https://www.youtube.com/watch?v=Btj94IHVc6I> (this video is 4 minutes and 26 seconds)

<https://www.youtube.com/watch?v=bynPEuD4pLE> (this video is 6 minutes and 38 seconds)



YouTube

Watch the following YouTube videos on motivation:

<https://www.youtube.com/watch?v=wx3qR3gLh60> (this video is 9 minutes and 31 seconds)

<https://www.youtube.com/watch?v=UB2wiubO0fM> (this video is 10 minutes and 31 seconds)

<https://www.youtube.com/watch?v=kQp9zFHgimU> (this video is 8 minutes and 03 seconds)



Self-assessment

To test and evaluate your knowledge of this chapter, complete the following activities:

- Answer the assessment questions found under Additional Resources.
- Answer the self-evaluation questions at the end of chapter 4 in your prescribed textbook.

The answers to these self-assessment questions are found throughout your study material. Please feel free to discuss these questions with your e-tutors or fellow students on the e-tutor discussion forums.



Time out

Before proceeding, take some time to reflect on what you have learned in learning unit 4. Make sure you can achieve all the learning unit objectives as mentioned in the beginning of this chapter. Visit your e-tutor site to answer the questions they have posted on learning unit 4 and participate in the discussion forum topic on learning unit 4. Finally, make sure you can successfully complete the following fun activities:

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_4_crossword.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_4_match_comm_moti.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_4_match_conflict.htm

Can you answer all the questions?

Learning unit 5

CONTEMPORARY ISSUES – PART 1

Contents

Learning objectives
 Key concepts
 Mind map
 Overview of the chapter
 What must I study?
 Study
 YouTube
 Self-assessment
 Time out



Learning objectives

When you have worked through chapter 5 in the study guide and your prescribed textbook, you should be able to:

- explain what organisational culture entails
 - explain the levels of organisational culture by means of a diagram
 - discuss the types of organisational culture
 - critically discuss organisational socialisation
 - identify factors that contribute to diversity
 - define ethics
 - briefly discuss the origins and nature of ethics
 - explain and discuss the purpose of organisational ethics
 - discuss the different types of organisational responsibility
-



Key concepts

You will need to master the following key concepts to achieve the learning objectives for this chapter. You would have mastered a key concept if you:

- can provide your own definition of the concept
- understand what the concept entails
- know how the concept is related to other associated concepts (where applicable)

Organisational culture	Basic underlying assumptions	Basic types of organisational culture	Diversity
Ethics	Social responsibility	Economic responsibility	Legal responsibility
Ethical responsibility	Voluntary responsibility		



Mind map

Go back to your prescribed textbook and read through chapter 5. Underline all the key concepts and refer to the mind map in figure 5.1 below with a view to establishing:

- an overall impression of the chapter
- what the structure of the learning unit consists of
- which aspects or concepts are more closely related to one another than others

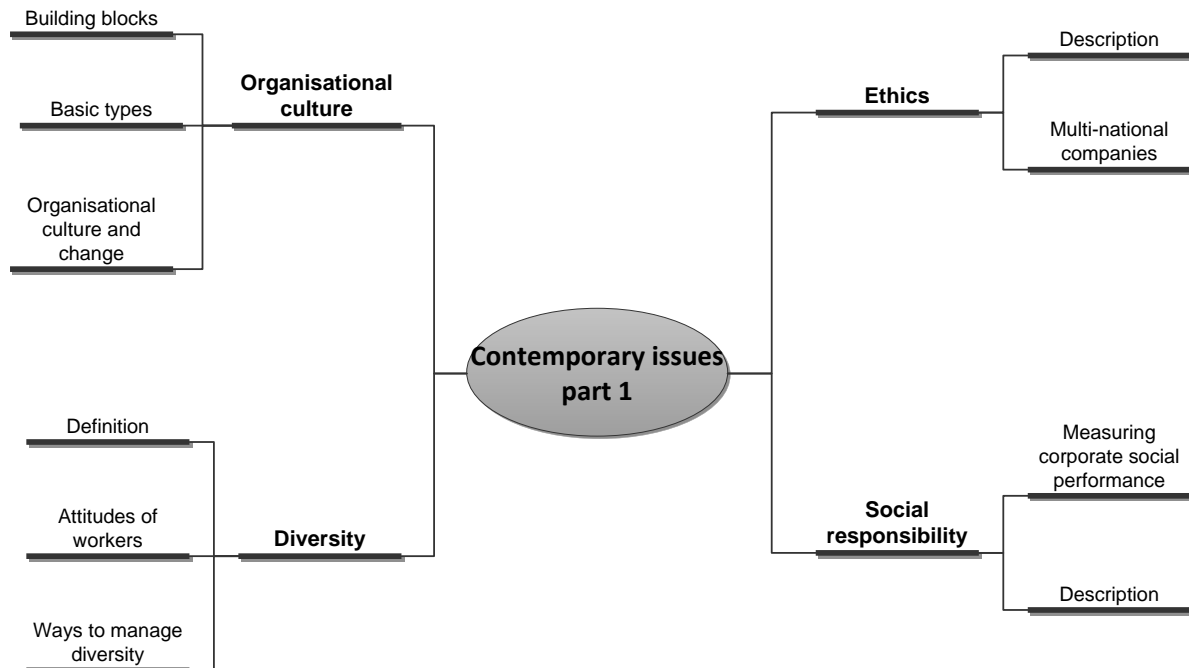


FIGURE 5.1: An outline of chapter 5

OVERVIEW OF THIS CHAPTER

This chapter covers contemporary issues in the workplace, that is, issues relating to organisational culture, organisational socialisation, diversity, ethics and social responsibility. If you are a member of an organisation, you will fully agree that these intricate matters are part of any business/establishment/institution. For this reason, it is vital that you have a good grasp of these concepts. Throughout this chapter we are going to unpack each of these issues.

WHAT MUST I STUDY?



Study

Study chapter 5 in your prescribed textbook and study unit 5 in the study guide.



YouTube

Watch the following YouTube video on organisational culture:

<https://www.youtube.com/watch?v=Rd0kf3wd12Q> (this video is 5 minutes and 51 seconds)



Self-assessment

To test and evaluate your knowledge of this chapter, complete the following activities:

- Answer the assessment questions found under Additional Resources.
- Answer the self-evaluation questions at the end of chapter 5 in your prescribed textbook.

The answers to these self-assessment questions are found throughout your study material. Please feel free to discuss these questions with your e-tutors or fellow students on the e-tutor discussion forums.



Time out

Before proceeding, take some time to reflect on what you have learned in learning unit 5. Make sure you can achieve all the learning unit objectives as mentioned in the beginning of this chapter. Visit your e-tutor site to answer the questions they have posted on learning unit 5 and participate in the discussion forum topic on learning unit 5. Finally, make sure you can successfully complete the following fun activities:

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_5_crossword.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_5_match_csr_diversity.htm

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_5_match_org_culture.htm

Can you answer all the questions?

Learning unit 6

CONTEMPORARY ISSUES – PART 2

Contents

Learning objectives
Key concepts
Mind map
Overview of the chapter
What must I study?
Study
Self-assessment
Time out



Learning objectives

When you have worked through chapter 6 in this guide and your prescribed textbook, you should be able to:

- define the concept of organisational politics
 - identify the areas that influence politics in the workplace
 - define change management
 - apply the basic steps in the change management process
 - identify the causes of resistance to change in an organisation
 - apply basic management skills in managing resistance to change
 - distinguish between HIV and AIDS
 - define transmissibility
 - explain the rights and obligations of persons with HIV and AIDS in the workplace
-



Key concepts

You will need to master the following key concepts to achieve the learning objectives for this chapter. You would have mastered a key concept if you:

- can provide your own definition of the concept
- understand what the concept entails
- know how the concept is related to other associated concepts (where applicable)

Organisational politics	Destructive/negative politics	Managing change	The change process
Targets for planned change	Unfreezing	Changing	Refreezing
Resistance to change	HIV/AIDS	Transmissibility of HIV/AIDS	



Mind map

Go back to your prescribed textbook and read through chapter 6. Underline all the key concepts and refer to the mind map in figure 6.1 below with a view to establishing:

- an overall impression of the chapter
- what the structure of the learning unit consists of
- which aspects or concepts are more closely related to one another than others

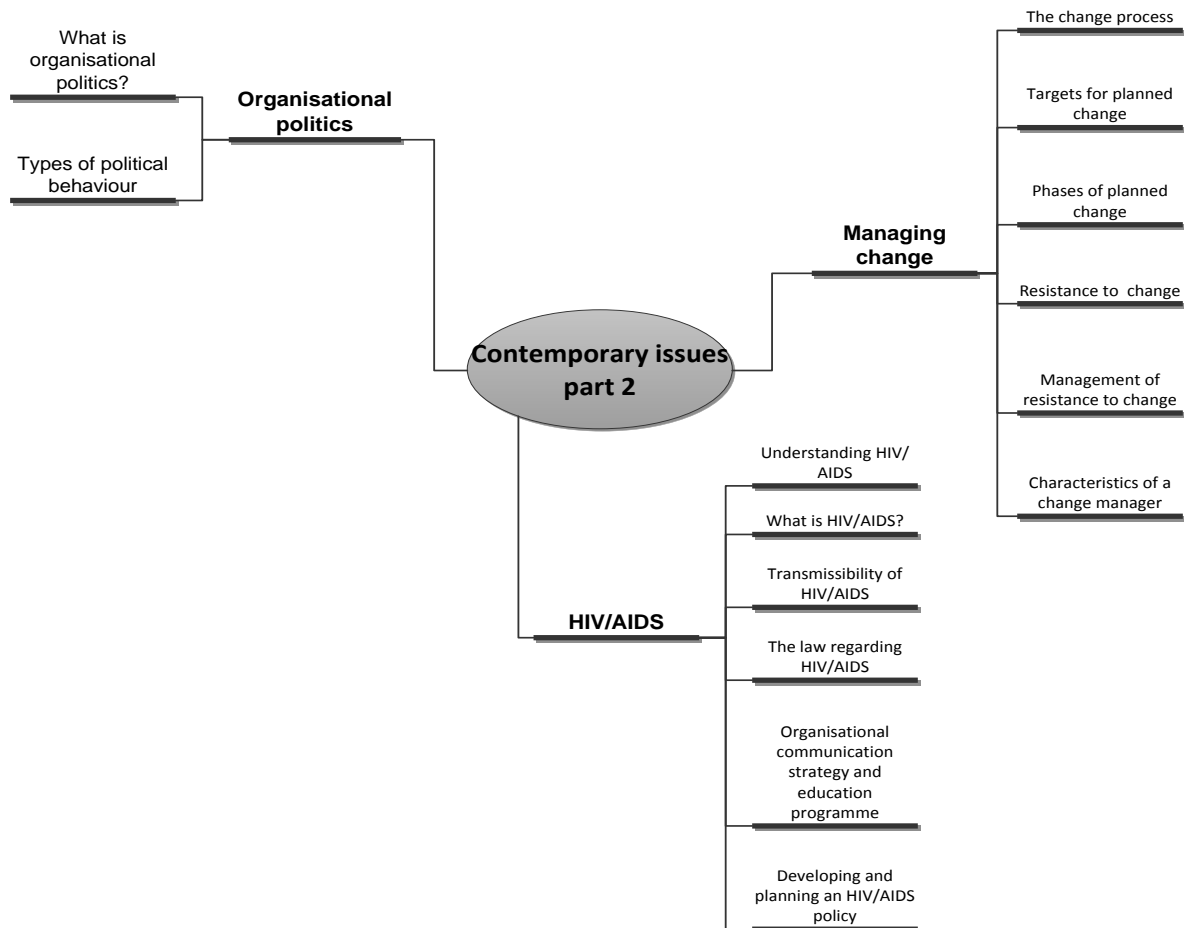


FIGURE 6.1: An outline of chapter 6

OVERVIEW OF THE CHAPTER

In chapter 5 we discussed issues in the workplace which included organisational culture, organisational socialisation, diversity, ethics and social responsibility. In this chapter we are going to cover aspects like organisational politics, change management and HIV/AIDS. We take a look at the change process, characteristics of change managers and the management of resistance to change. Under the topic of HIV/AIDS, we will discuss transmissibility of HIV/AIDS, the law regarding HIV/AIDS and the development and planning of an HIV/AIDS policy.

WHAT MUST I STUDY?



Study

Study chapter 6 in your prescribed textbook and study unit 6 in the study guide.



Self-assessment

To test and evaluate your knowledge of this chapter, complete the following activities:

- Answer the assessment questions found under Additional Resources.
- Answer the self-evaluation questions at the end of chapter 6 in your prescribed textbook.

The answers to these self-assessment questions are found throughout your study material. Please feel free to discuss these questions with your e-tutors or fellow students on the e-tutor discussion forums.



Time out

Before proceeding, take some time to reflect on what you have learned in learning unit 6. Make sure you can achieve all the learning unit objectives as mentioned in the beginning of this chapter. Visit your e-tutor site to answer the questions they have posted on learning unit 6 and participate in the discussion forum topic on learning unit 6. Finally, make sure you can successfully complete the following fun activity:

https://my.unisa.ac.za/access/meleteDocs/content/private/meleteDocs/MNG1502-16-Master/uploads/Chapter_6_crossword.htm

Can you answer all the questions?

Notes

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