

**Module  
Introduction**

# Effective Management

This is normally the first of the IAM Diploma modules after you have completed the three modules of the Certificate. Good luck with this module and the rest of the Diploma!

## Lesson Structure

1. The Management Context
2. Organisations  
**Tutor-marked Assignment J**
3. Effective Decision Making  
**Tutor-marked Assignment K**
4. Project Management  
**Tutor-marked Assignment L**

## Activities

In the middle of each lesson, there are a number of activities based on the overall lesson aims. These tasks do not attempt to cover everything that has been dealt with in each chapter but, in each case, *have singled out* the most important matters concerned with the topic.

The tasks are designed to assist readers to apply the theory to a situation from their own experience. There are no answers provided as each case will be different, but students should be able to check by referring again to the previous pages.

At the end of each lesson, there is also the opportunity to review whether the key topic areas have been covered. It is yet another way to check how much knowledge has been taken in and especially, whether it has been understood enough to apply to real situations.



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## Tutor-marked Assignments

At the end of certain lessons you will also find a **tutor-marked assignment**. Throughout the IAM course, these are normally based on actual IAM examinations. Your answers to the TMAs should be submitted to your tutor for marking and when your script is returned, you should also receive brief guidelines on how an examiner would approach marking these questions.

## Components of the Syllabus

### Aims

To examine the challenges facing managers within their organisational environment, when a balance has to be achieved between internal and external pressures and the competing demands of the organisation and the workforce.

### The Management Context

- Management Theories in context
- Developments in managerial style
- Managerial effectiveness
- Managing diversity

### Organisations

- Key features of organisations
- Organisational structures
- Organisational charts
- Factors determining organisational culture
- Formal and informal organisations

### Decision-making

- Problem-solving techniques
- Decision-making processes
- Structured and unstructured decisions
- Team decision-making and empowerment
- Implementing decisions

### Project Management

- The nature of project management
- Cultivating a '*project management culture*'
- Project planning and resource allocation
- Project implementation and project control
- Roles in the project team

- Contractual issues

## Additional Reading

As stated in the General Introduction, this module, like the others, is intended to feed into your day-to-day business activities. You will *not* get full value from it if you simply read the course and tackle the assignments in isolation. To do well, you *must* also read around the subject, gather ideas from various sources and apply the theories within a specific business context such as your own work.

The Institute issues lists of recommended reading for the Certificate, Diploma and Advanced Diploma courses. It is essential for students to read regularly quality newspaper articles and features in journals which relate to their areas of study. This will help them to be up-to-date and enhance their reading of recommended texts. All students should read the Institute's journal which contains items of interest and topicality to Administrative Managers.

Most college tutors are well-informed on the availability and relevance of books covering their specialism and students are advised to heed their recommendations.

**Availability:** Most books are available at quality booksellers throughout the UK and in some other countries. In case of difficulty, students are advised to contact The Administration Officer, IAM Management Services Limited, 16 Park Crescent, London, W1B 1BA, telephone: +44 (0) 20 7612 7088 (Student Services) or email [norma.baldwin@instam.org](mailto:norma.baldwin@instam.org) **who can supply books to all parts of the world.**

If you wish to buy one text to support your studies as a whole, OOL would recommend:

Ian Marcousé et al – **Business Studies**  
Hodder & Stoughton, 1999 ISBN: 0-340-70462-4 Price: £18.99

## IAM Recommended Texts for this Module

### Core Texts

Bobby - <b>Management an Introduction</b> Prentice Hall	ISBN 013257098X	Price: £31.99
Richard H. Hall - <b>Organisations: Structures, Processes and Outcomes</b> (7 <sup>th</sup> Edition) Prentice Hall 1998	ISBN 0139033947	Price: £31.99
Harvey Maylor - <b>Project Management</b> (2 <sup>nd</sup> Edition)		

FT/Pitman Publishing 1999 ISBN 0273638297 Price: £29.99

## Supplementary Texts

Laurie J Mullins - **Management and Organisational Behaviour**  
FT Management 1999 ISBN 0273635522 Price: £32.99

Patrick Healy - **Project Management**  
Butterworth - Heinemann 1997 ISBN 0750689439 Price: £23.99

David Buchanan & Andrzej Huczynski - **Organisation Behaviour:  
An Introductory Text**  
Prentice Hall 1997 ISBN 0132072599 Price: £28.99

Claude W Burrill & Johannes Ledolter- **Achieving Quality  
Through Continual Improvement**  
John Wiley & Sons Inc., 1998 ISBN 01471092207 Price: £37.50

Mary Coulter - **Strategic Management in Action** (2<sup>nd</sup> Edition)  
Prentice Hall ISBN 0130400068 Price: £29.99

David Campbell - **Organisations and the Business Environment**  
Butterworth - Heinemann 1997 ISBN 0750627603 Price: £18.99

Tim Hannagan & Ann Benjamin - **Management: Concepts and  
Practices** (2<sup>nd</sup> Edition)  
Pitman Publishing 1998 ISBN 0273631039 Price: £28.99

David Lee, Philip Newman & Robert Price - **Decision Making in  
Organisations**  
FT/Pitman Publishing 1999 ISBN 0273631136 Price: £25.99

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