UNIVERSITI TEKNOLOGI MARA

CSC885: INTEGRATED MANAGEMENT

Course Name (English)	INTEGRATED MANAGEMENT `APPROVED`
Course Code	CSC885

MQF Credit	5

Course Description	The course emphasises a holistic, integrated approach to managing organisations, from external and internal perspectives. It builds on the understanding of organisational structuring gained from the operational level and is centred on the concept of strategy and how organisational strategy can be implemented through people, projects, processes and relationships. It provides the basis for developing further insights into how to formulate and implement organisational strategy, which is covered in next level which is the strategic level

Transferable Skills	Knowledge People Business

Teaching Methodologies	Lectures, Blended Learning, Tutorial

CLO		
	CLO1	Discuss developments in strategic management
	CLO2	Analyse the relationship between different aspects of the global business environment
	CLO3	Discuss the concepts associated with managing through people.
	CLO4	Discuss the hard and soft aspects of people and organisational performance.
	CLO5	Discuss the effectiveness of organisational relationships
	CLO6	Discuss management tools and techniques in managing organisational relationships
	CLO7	Analyse and apply knowledge to advise on important elements in the change process.
	CLO8	Discuss the concepts involved in managing projects.

Pre-Requisite Courses	No course recommendations

Topics
1. Developments in strategic management. 1.1) 1) The concept of strategy and the rational/formal approach to strategy development: 1.2) • Defining strategy and strategic management. 1.3) • Core areas of strategic management 1.4) • Levels of strategy within organisations. 1.5) • Stages in the rational approach to strategy developments. 1.6) 1.7) 2) Alternative approaches to strategy development 1.8) • Intended, emergent, logical incrementalism, and political approaches. 1.9) • Resource-based view – resources and competencies, internal value 1.10) • Strategy development in different contexts, e.g. SMEs, public sector, not-for-profit. 1.11) • Strategy and structure 1.12) 1.13) 3) The approaches to achieving sustainable competitive advantage. 1.14) • The concept of competitive advantage. 1.15) • Generic competitive strategies and dynamic capabilities 1.16) • Value, rarity, inimitability, non-substitutability as bases of 1.17) competitive advantage. 1.18) • Achieving sustainable competitive advantage

2. The relationship between different aspects of the global business environment
2.1) 1) Different aspects of the global business environment,
2.2) including the competitive environment
2.3) • The macro and micro environments.
2.4) • LoNGPEST analysis and its derivatives.
2.5) • Globalisation.
2.6) • Country and political risk factors.
2.7) • Emerging markets.
2.8) • Porter's Diamond and its use for assessing the competitive
2.9) advantage of nations.
2.10) • Porter's Five Forces model and its use for analysing the
2.11) external environment
2.12)
2.13) 2) The approaches to competitor analysis including the collection and interpretation of trend data
2.14) • Key concepts in competitor analysis.
2.15) • The role of competitor analysis.
2.16) • Approaches to collecting competitor information.
2.17) • Sources, types and quality of competitor data.
2.18) • Analysing and interpreting competitor data.
2.19) • The application of Big Data to competitor analysis.

3. The concepts associated with managing through people
3.1) 1) The concepts of leadership and management
3.2) • Fundamental and contemporary concepts in management.
3.3) • The concepts of power, authority, delegation and empowerment.
3.4) • Different approaches to leadership, including personality/traits, style, contingency/situation, transactional/transformational, distributive.
3.5) • Leadership in different contexts
3.6)
3.7) 2) The Human Resource Management approaches for managing and controlling
3.8) • HR policies and procedures.
3.9) • Different approaches to employee performance appraisals.
3.10) • The contribution of coaching and mentoring in enhancing individual and organisational performance.
3.11) • Equality and diversity practices.
3.12) • Disciplinary and grievance procedures in resolving poor performance.
3.13) • Dismissal and redundancy.
3.14) • Employer and employee responsibilities in managing the work environment (e.g. health and safety) individuals' performance

4. The hard and soft aspects of people and organisational performance.
4.1) 1) Behavioural aspects of management control
4.2) • Theories of behavioural aspects of control.
4.3) • Performance management and measurement frameworks, e.g. target setting; management by objectives; Balanced Scorecard (BSC).
4.4) • Trust and control.
4.5)
4.6) 2) Organisational culture
4.7) • Explaining the concept and importance of culture.
4.8) • Levels of culture.
4.9) • Influences on culture.
4.10) • Analysing organisational culture – the cultural web framework.
4.11) • Models for categorising culture.
4.12) • National cultures and managing in different cultures

5. Organisational relationships
5.1) 1) Effective teams
5.2) • Building effective and high-performing teams.
5.3) • Leading and managing teams.
5.4) • Factors associated with effective team work.
5.5) • Motivating team members.
5.6) • Resolving problems and conflict in teams
5.7)
5.8) 2) Relationships between the finance function and other parts of the organisation and the supply chain
5.9) • Management of relationships between the finance function and other parts of the organisation (internal).
5.10) • The concept of the Chartered Management Accountant as a business partner in creating value.
5.11) • Transaction cost theory in the context of shared service centres and outsourcing, including contractual relationship, SLAs (service level agreements), bounded rationality and co-creation with customers
5.12)
5.13) 3) Relationships between the finance function and external experts and stakeholders.
5.14) • Management of relationships with professional advisors (external) e.g. accounting, tax and legal, auditors and financial
5.15) stakeholders such as shareholders and other investors to meet organisational objectives and governance responsibilities.

6. Management tools and techniques in managing organisational relationships.
6.1) 1) Communication, negotiation, influence and persuasion in the management process
6.2) • The communication process, types of communication tools and their use, ways of managing communication problems.
6.3) • The importance of effective communication skills for the Chartered Management Accountant.
6.4) • The importance of non-verbal communication and feedback.
6.5) • Developing effective strategies for influence/persuasion/negotiation.
6.6) • The process of negotiation.
6.7) • Negotiation skills
6.8)
6.9) 2) Managing conflict
6.10) • The sources and causes of conflict in organisations.
6.11) • The different forms and types of conflict.
6.12) • Strategies for managing conflict to ensure working relationships are productive and effective

7. Elements in the change process
7.1) 1) Organisational change
7.2) • Types of change.
7.3) • External and internal triggers for change.
7.4) • Stage model of change management.
7.5) • Principles of change management
7.6)
7.7) 2) Managing resistance to change
7.8) • Problem identification as a precursor to change.
7.9) • Reasons for resistance to change.
7.10) • Approaches to managing resistance to change.

8. Managing projects
8.1) 1) Phases of a project
8.2) • Definition of project attributes.
8.3) • Time, cost and quality project objectives.
8.4) • The purpose and activities associated with the key stages in the project lifecycle.
8.5) • Examples of the role of project management methodologies in project control (e.g. PRINCE2, PMI)
8.6)
8.7) 2) Tools and techniques for project managers
8.8) • Key tools for project management, including work breakdown schedule (WBS), Gantt Charts, and Network analysis.
8.9) • Managing project risk.
8.10) • PERT charts.
8.11) • Scenario planning and buffering.
8.12) • The contribution of project management software
8.13)
8.14) 3) Management and leadership issues in projects
8.15) • Project structures, including matrix structure and their impact on project achievement.
8.16) • The role and attributes of an effective project manager.
8.17) • The role of the Chartered Management Accountant in projects.
8.18) • The role of other key players in a project.
8.19) • Managing key project stakeholders.
8.20) • The lifecycle of project teams.
8.21) • Leading and motivating project teams

Assessment Breakdown	%
Final Assessment	100.00%

Details of Continuous Assessment	Assessment Type	Assessment Description	% of Total Mark	CLO

Reading List	Recommended Text	• CIMA 2015, *Project and Relationship Management*, Kaplan Publishing United Kingdom [ISBN: 978-1-78415-9]		
Article/Paper List	This Course does not have any article/paper resources			
Other References	This Course does not have any other resources			