

**DIPLOMA**  
**IN BUSINESS MANAGEMENT**  
**AND LEADERSHIP**

# **BUSINESS LAW**

## **Contents**

- The sources of law; common law and equity, judicial precedent and case law, statute law, the constitution and European Union (EU) law.
- The legal system in operation : doctrine of separation of powers, basic institutions of the state, the requirements of natural and constitutional justice, structure of the courts, civil and criminal divisions, solicitor/barrister relationship, functions of the attorney general and the director of public prosecutions, interpretation of statutes.
- EU law: The treaties, institutions of the union. Regulations, directives, decisions, recommendations, opinions and competition law.
- Law of torts: Principles, types of tort – defamation, remedies
- Contract: formation of a contract – agreement, including offer (versus invitation to treat) and acceptance, intention to create legal relations, consideration, evidentiary requirements, third party rights, including privity of contract and assignment. Content of a contract – what is a term, distinction between terms and mere representations, sources of terms, the parol evidence rule, classification of terms, exclusion clauses. Misrepresentation, mistake, illegality, duress, undue influence, unconscionable bargains, capacity. Performance, discharge and remedies for breach of contract. Employment contracts – contract for / of services. Rights and duties of employers and employees.
- Sale of goods and supply of services: defining and distinguishing sales contracts. Credit sales, hire purchase and lease. Terms of the contract. The duties of the parties. Remedies. Product guarantees, after sales services and product liability. Passing of property. Passing of risk. title conflicts. Contracts for the supply of services. Relevant legislation.
- Negotiable instruments: negotiable instruments. Bills of exchange. cheques. Promissory notes. Bank drafts.

- Company and partnership law: companies and other forms of business organisation, the development of company law in Ireland, Irish company law and EU law. Characteristics of companies. How a company is formed, types of company. Commencement of a business. Formation of partnerships. Types

### **Learning Outcomes**

On successful completion of this subject students should be able to:

- Distinguish between the sources of law, both domestic and EU.
- Explain the principles and applications of the law of torts and the sale of goods and supply of services legislation.
- Interpret contract law including the law relating to the employment contract.
- Identify and describe aspects of law relating to negotiable instruments.
- Demonstrate the application of elements of company and partnership law in relation to how business entities and partnerships are formed and structured, and describe their commercial relationships.

### **Suggested Readings**

- Kenneth W. Clarkson, Roger LeRoy Miller and Frank B. Cross (2010) Business Law: Text and Cases: Legal, Ethical, Global, and Corporate Environment
- Mallor, A. James Barnes, L. Thomas Bowers and Arlen Langvardt (2012) Business Law
- Henry R. Cheeseman (2012) 8th Edition Business Law
- Enright / Principles of Contract Law / Clarus Press 2007 / ISBN 1-905536-10-0
- White / Commercial Law / Round Hall Press 2012 / ISBN 9781858006321.
- Keane / Company Law, 4th edition / Tottel, ISBN 1845922980.
- An Introduction to Business Law / Mac Donnell / CAI 2010/ ISBN 9781907214608.

# **PRINCIPLES OF MANAGEMENT AND LEADERSHIP**

## **Contents**

- Introduction to Management – Science, Theory & Practice , Environment of Management , Managers & Entrepreneurs , Managerial Roles & Skills , Manager's Social & Ethical Responsibilities.
- Planning – Role, Need for planning, Types of planning , Levels of planning , Corporate Planning & Long Range Planning
- Organizing – Nature, Types of organizations, Designing Organization structure, Delegation and Autonomy
- Leadership & Management - Role of Committees &, Group Decision Making in Management, Organizational Communication, Management of Change
- Control Process &- Techniques. Use of Information Technology for Controlling

## **Learning Outcome**

Upon completion of the Course, students will be able to:

- Outline the development of management theories, models and principles
- Describe management functions such as planning, organizing, budgeting
- Describe roles of managers and resources they use
- Evaluate different management approaches
- Discuss levels of management
- Explain motivation principles and how they are applied
- Compare leadership and management functions

- List techniques of evaluating, coaching and managing poor performer

### **Suggested Readings**

- Essentials of Management (8th or latest edition) by Andrew DuBrin (2009). Mason Ohio: Southwestern Cengage Learning ISBN-13: 9780-324-35389-1
- Principles of Management by Charles Hill and Steve McShane (2006). McGrawHill/Irwin ISBN-13: 97800073530123
- Business Principles and Management by Kenneth E. Everard (2003). Thomson, South Western ISBN-13: 9780538435901

# **MANAGERIAL ACCOUNTING**

## **Contents**

- Cost Concepts and classification.
- Product Costing Method; Job Costing; Process Costing; Activity -based Costing.
- Marginal Costing; Absorption Costing; Cost Volume -Profit Analysis; Short Run
- Decisions and Differential Analysis.
- Budgeting; Different types of budgets; Behavioral dimensions of budgeting; Zerobase budgeting; Performance budgeting.
- Standard Costing and Variance Analysis; Importance of Standard costing Material, labour and overhead variances.
- Responsibility Accounting; Divisional Performance Measurement: Transfer Pricing.
- Recent Developments in Cost and Management Accounting.

## **Learner Outcomes**

On successful completion of this subject students should be able to:

- Explain the relative strengths and weaknesses of alternative cost accumulation methods and discuss the value of management accounting information.
- Calculate unit costs, applying overhead using both absorption costing and activity based costing principles.
- Apportion and allocate costs to units of production in job, batch and process costing systems, for the purpose of stock valuation and profit measurement.
- Identify and explain cost behavior patterns and apply cost-volume profit analysis.
- Define and use relevant costs in a range of decision-making situations.
- Prepare and present budgets for Planning, control and decision Making.
- Compute, interpret and investigate Variances.
- Demonstrate communication skills, including the ability to present Quantitative and qualitative Information, together with analysis, Argument and commentary, in a Form appropriate to the intended Audience.

## Suggested Readings

- Matz, Hammer Usry (1985) 9<sup>th</sup> edition Cost Accounting *South-western Publishing Co*
- Garrison H. Ray, Noreen W. Eric (2004) 10th edition Managerial Accounting, *Irwin publishers*
- Hilton W. Ronald (2005) Managerial Accounting 6<sup>th</sup> edition *McGraw-Hill Irwin*
- Jain S.P, Narang .K.L 2000 Advanced Cost Accounting, *Kalyani Publishers*
- Anthony, Robert & David Young (2003). *Management Control in Non-Profit Organizations (7<sup>th</sup> ed.)*, McGraw-Hill.
- Brewer, Peter C., Ray H. Garrison, Eric W. Noreen (2008). *Introduction to managerial accounting (4th ed.)*, Boston: McGraw-Hill/Irwin
- Lucey, T., /Costing / 7th ed. 2009 / Cengage Learning / ISBN 13-9781844809431 / ISBN 10-1844809439.
- C. Drury / Management and Cost Accounting (8th edition) Cengage 2012 / ISBN: 9781408064313
- Horngren, Foster & Datar/ Cost Accounting – A Managerial Emphasis/ Pearson 14th ed 2011 ISBN-10- 0132109174
- Anthony Robert, and David Hawkins; Accounting: Text and Cases, McGraw -Hill, 1999.
- Bhattacharya, S.K. and Jonn Dearden, Accounting for Management, Vikas Publishing House, New Del hi.

# **ORGANISATION BEHAVIOUR**

## **Contents**

- Introduction to OB: Origin, Nature and Scope of Organisational Behaviour and its relevance to Organisational Effectiveness and Contemporary Issues.
- Personality : Meaning and Determinants of Personality; Process of Personality Formation; Personality Types; Assessment of Personality Traits for Increasing Self Awareness.
- Perception, Attitude and Value.: Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value, Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.
- Motivation Concepts : Motives, Theories of Motivation and their Applications for Behavioural Change.
- Group Behaviour and Group Dynamics : Work groups formal and informal groups and stages of group development. : Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams.
- Organisational Design: Structure, size, technology, environment of organisation; Organizational Roles : Concept of roles; role dynamics; role conflicts and stress. organisational conflicts.
- Leadership: Concepts and skills of leadership; leadership and managerial roles, leadership styles and effectiveness; contemporary issues in leadership. Power and Politics: sources and uses of power; politics at workplace; tactics and strategies.
- Organisation Development: Organisational Change and Culture, Environment, organisational culture and climate; contemporary issues relating to business situations. Process of change and Organizational Development

## **Learning Outcomes**

At the conclusion of the course the student will:



- Define theories of organizational design.
- Evaluate organization performance and outcomes in relation to theoretical constructs.
- Explain the impact of organization systems, structures and environment on organizational performance and outcomes.
- Explain the interaction of strategy, structure, culture, and environment as contributors to organizational performance and outcomes.
- Define how the core organizational processes fit together with the organizational structure, values and work processes.
- Explain the key design elements of learning and empowered organization.
- Explain how to create an moral-ethical culture within an organization
- Explain how to create effective communications networks within organizations
- Explain how to create effective performance feedback to organizational members

### **Suggested Readings**

- Helmy H. Baligh; Organization Structures: Theory and Design, Analysis and Prescription (Information and Organization Design Series)
- Understanding Organizational Behavior – Udai Pareek
- Organizational Behavior – Stephen Robbins
- Organizational Behavior – Fred Luthans
- Organizational Behavior – L. M. Prasad (Sultan Chand)