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| **Minor Award Name** | Business Management |
| **Minor Award Code** | 6N4310 |
| **Level** | 6 |

**Suggested resources to support delivery:**

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| --- | --- | --- | --- | --- |
| **Theme/Topic** | **Type** | **Relevance** | **Author/Source** | **Web Link** |
| Organisation types | Online document | This document outlines the four main types of business organisations found under Irish law: sole traders, agency, partnerships and companies | Aoife O’Donoghue, LL.M (International Law) for CPA Ireland | <http://www.cpaireland.ie/docs/default-source/Students/Study-Support/F1-Business-Laws/companies-and-other-business-organisations.pdf?sfvrsn=2> |
| Business types | Website | Information relating to registering a business in Ireland | Companies Registration Office | <https://www.cro.ie/Registration/Overview> |
| Organisation mission & vision | Web activity | This web link provides a brief overview of mission and vision statements, and then continues into a practical guide to developing both, along with examples of how to translate an organisation’s mission into tangible goals. | Failte ireland | <http://www.failteireland.ie/Supports/Develop-your-tourism-enterprise/Online-guides/Leading-Your-Organisation-Online-Guide/Leading-your-Organisation/Making-Vision-and-Mission-Statements-work-for-your/What-are-vision-mission-statements-designed-to-do.aspx> |
| Organisation structure | Online document | This web link outlines the difference between functional, divisional and matrix structures | Mike Pennington, Chairman of CIMA examination training provider First Intuition, for CIMA’s Velocity e-magazine | <http://www.cimaglobal.com/Thought-leadership/Newsletters/Velocity-e-magazine/Velocity-2012/Velocity-October-2012/Organisational-structures-an-explanation/> |
| External organisational analysis – International factors | Website | Website of the European Commission. This section of the website deals with doing business in Europe and includes information on VAT, international trade and EU funding. | European Commission | <http://europa.eu/youreurope/business/index_en.htm> |
| External organisational analysis – International factors | Website | Website of the European Commission. This section of the website gives an overview of the EU, including member states, the Euro and the history of the EU. | European Commission | <http://europa.eu/about-eu/index_en.htm> |
| External organisational analysis – Political factors - Taxation | Webpage | Link to the Corporation Tax section of the Revenue Commissioners website. | Revenue Commissioners | <http://www.revenue.ie/en/tax/ct/> |
| External organisational analysis – Political factors - Taxation | Website | Link to the Department of Finance Budget website. Includes PDF documents ranging from a 2 page overview of the budget outcomes to the full budget document. | Department of Finance | [www.budget.gov.ie](http://www.budget.gov.ie) |
| External organisational analysis –Legal factors | Website | Link to the website of The Competition and Consumer Protection Commission. Provides a detailed view of competition and consumer law. | The Competition and Consumer Protection Commission | <http://www.ccpc.ie/> |
| External organisational analysis –Legal factors | Website | This website provides links to the substantial updates in the field of Employment Law since 1993 | Citizens information Board | <http://www.citizensinformation.ie/en/employment/employment_rights_and_conditions/employment_rights_and_duties/employment_law_update.html> |
| External organisational analysis –Legal factors | Webpage | This webpage provides an overview of the ’10 employment laws everyone should know’ | Dillon Solicitors | <http://www.dillon.ie/services/employment_law/ten_employment_laws> |
| External organisational analysis –Legal factors | Online document | This document outlines the eight fundamental rules of data protection. It has been written specifically for data controllers. | Data Protection | <https://www.dataprotection.ie/documents/forms/NewAGuideForDataControllers.pdf> |
| External organisational analysis –Legal factors | Online document | Health, Safety & Welfare at Work - A Short Guide to The Safety, Health and Welfare  at Work Act, 2005 | Health & Safety Authority | <http://www.hsa.ie/eng/Publications_and_Forms/Publications/Safety_and_Health_Management/Short_Guide_to_SHWWA_2005.pdf> |
| External organisational analysis –Economic factors | Website | Index of Economic Freedom – This is an annual guide to 186 countries, detailing in rank order, economic prosperity and freedom across 10 different parameters. It provides an interesting view of how Ireland is placed globally in an economic context. | The Wall Street Journal and The Heritage Foundation | <http://www.heritage.org/index/ranking> |
| External organisational analysis –Economic factors | Webpage | Link to the Irish Economy page of the ESRI website providing an overview of the latest economic indices, including the most recent Quarterly Economic Commentary | The Economic and Social Research Institute | <http://www.esri.ie/irish-economy/> |
| External organisational analysis –Economic factors | Website | Link to the home page of the Central Statistics Office website. This homepage contains links to all of the key economic indicators that learners should be aware of e.g. unemployment rate, retail sales, consumer price index (CPI), GNP and GDP (under Quarterly National Accounts) | Central Statistics Office | <http://www.cso.ie/en/index.html> |
| External organisational analysis –Economic factors | Webpage | Link to the Key Interest Rates applying to the Euro since its inception | European Central Bank | <https://www.ecb.europa.eu/stats/monetary/rates/html/index.en.html> |
| External organisational analysis –Sociocultural factors | Webpage | Link to the Population and Migration page of the Central Statistics Office website | Central Statistics Office | <http://www.cso.ie/en/releasesandpublications/er/pme/populationandmigrationestimatesapril2015/> |
| External organisational analysis –Sociocultural factors | Webpage | Link to the Census page of the Central Statistics Office website. This page contains detailed analysis of the results of the 2011 and 2006 census as well as information about the upcoming 2016 census. | Central Statistics Office | <http://www.cso.ie/en/census/> |
| External organisational analysis –Sociocultural factors | Webpage | Link to the ‘Regional Population Projections’ 2016-2031 page of the Central Statistics Office website, which details projected population growth in Ireland to 2031. | Central Statistics Office | <http://www.cso.ie/en/releasesandpublications/er/rpp/regionalpopulationprojections2016-2031/> |
| External organisational analysis –Technological factors | Webpage | Link to the usage of ICT by European enterprises. Includes data on usage of e-commerce and cloud computing. | eurostat | <http://ec.europa.eu/eurostat/statistics-explained/index.php/Information_society_statistics_-_enterprises> |
| External organisational analysis –Technological factors | Webpage | Link to Information Society Statistics – Irish Enterprises. An analysis of the usage of cloud computing, social media and e-commerce within Irish companies. | Central Statistics Office | <http://www.cso.ie/en/releasesandpublications/er/iss/informationsocietystatistics-enterprises2014/> |
| External organisational analysis –Environmental factors | Website | Website of the Environmental Protection Agency, detailing Ireland’s environmental legislation and performance relating to climate, water, air, waste, soil and biodiversity. | Environmental Protection Agency | [www.epa.ie](http://www.epa.ie) |
| Internal organisational analysis –Resource Based View of the firm | Webpage(s) | Clear and concise overview(s) of Barney’s RBV theory of Sustainable Competitive Advantage | Strategic Management Insight | <http://www.strategicmanagementinsight.com/topics/resource-based-view.html>  <http://www.strategicmanagementinsight.com/tools/vrio.html> |
| Internal organisational analysis –value chain analysis | Webpage(s) | Clear and concise overview(s) of Porter’s Value Chain analysis | Harvard Business School  University of Cambridge | <http://www.isc.hbs.edu/strategy/business-strategy/Pages/the-value-chain.aspx>  <http://www.ifm.eng.cam.ac.uk/research/dstools/value-chain-/> |
| Internal organisational analysis –value chain analysis | Webpage | Starbucks as an example of the Value chain model | Investopedia | <http://www.investopedia.com/articles/investing/103114/starbucks-example-value-chain-model.asp> |
| SWOT analysis | Webpage | ‘Key questions to ask while carrying out a SWOT analysis’ | Failte Ireland | <http://www.failteireland.ie/Supports/Develop-your-tourism-enterprise/Online-guides/Marketing-Plan-Online-Course/Marketing-Guide/Step-1-Examine-your-business-as-it-stands/Carry-out-a-SWOT-analysis.aspx> |
| SWOT analysis | Webpage | A clear overview of what a SWOT analysis is and how to create a SWOT analysis. It also provides examples of factors that may appear under each of the headings. | Strategic Management Insight | <http://www.strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it.html> |
| SWOT analysis | e-book | An e-book detailing what a SWOT analysis is, how to identify internal and external factors, how to analyse SWOT analysis results and the limitations of this model | Free management e-books | <http://www.free-management-ebooks.com/dldebk-pdf/fme-swot-analysis.pdf> |
| Change Management | Online document | This document, from IBEC Training, outlines the need for change, some models of change management and outlines how to deal with resistance to change | IBEC | <http://www.ibectraining.ie/IBEC/Training/IBECTAD.nsf/vPages/Information_Centre~managing-change-24-11-2010/$file/Managing%20Change.pdf> |
| Change Management | e-book | This e-book, written by one of the leading authorities in the field of change management, outlines an 8 step process for initiating change in organisations. | John Kotter, Kotter International | <http://kotterinternational.com/ebook/Kotter-8-steps-ebook.pdf> |
| Introduction to Management - Role, levels and functions of management | e-book chapter | This chapter, Introduction to Management, gives an overview of what managers do, different levels of management in organisations and the various roles they perform. | Cengage Learning | <http://www.cengage.com/management/discipline_content/mgmt_demo/0324656521_ch01.pdf> |
| Introduction to management theory, including functions of management | e-book chapter | This chapter provides an introduction to management theory, principles and practice, including the 5 functions of management. | Jones and Bartlett Learning | <http://faculty.ksu.edu.sa/mohdalmumani/1011/42910_ch02_007_024.pdf> |
| Role of management - planning | e-book chapter | This e-book chapter provides a detailed view of the planning function of management | McGraw Hill | <http://highered.mheducation.com/sites/dl/free/0073530123/435121/hiL30123_ch05_104131.pdf> |
| Role of management -organising | e-book chapter | This e-book chapter provides a detailed view of the organising function of management | Prentice Hall | <http://www.prenhall.com/behindthebook/0132287854/pdf/Ebert_CH06.pdf> |
| Role of management - motivating | e-book chapter | This e-book chapter provides a detailed view of the motivation function of management, including an overview of a variety of motivation theories | Jones and Bartlett Learning | <http://www.jblearning.com/samples/076373473X/3473X_CH02_4759.pdf> |
| Role of management - control | e-book chapter | This e-book chapter provides a detailed view of the control function of management, including the steps in the control process. |  | <http://www.bitsvizagmba.com/study-mm/Principles_of_Management___Organizational_Behavior/Principles%20of%20Management%20&%20Organizational%20Behavior/Lesson%2008.pdf> |
| Business Process Management | e-book chapter | This e-book chapter provides a brief overview of the business process management concept and a development model for change. | Prentice Hall | <http://wps.prenhall.com/wps/media/objects/14071/14409392/Learning_Tracks/Ess10_CH03_LT3_Primer_Business_Process_Management.pdf> |
| Workflow Management | e-book chapter | Although this document is quite detailed it provides a very good overview of workflow management, with many practical examples of different workflow types and guidelines for workflow management implementation. Please note that this document takes a minute or two to load. | Institute of Management Accountants (US) | <http://www.imanet.org/docs/default-source/thought_leadership/technology-enablement/implementing_automated_workflow-management.pdf> |
| Project Management | Online document | This document gives a comprehensive view of project management, from initiating the project, through to running and closing out the project. It also includes a section on project control. | Department for Business Innovation & Skills (UK) | <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31979/10-1257-guidelines-for-managing-projects.pdf> |
| Business process control | e-book chapter | This chapter, Fundamentals of management control, gives an in depth perspective of managerial control, performance management systems and how to design good management control systems. | Pearson Education France | <http://www.pearson.fr/resources/titles/27440100959280/extras/7519_chap01.pdf> |
| Business process control – financial & non-financial controls | Website | This website gives a simple explanation of organisational control, the costs & benefits of business process control & the various financial and non-financial control measures. | New Charter University | <https://new.edu/resources/the-essentials-of-control> |
| Business report writing | e-book chapter | This document provides an overview of formal and informal reports, report structure, guidelines for finding and managing information, as well as a variety of report templates | Pearson Education Canada | <http://www.pearsoned.ca/highered/divisions/virtual_tours/northey/sample_chapter_9.pdf> |
| Management & leadership | PowerPoint presentation | This presentation is designed to accompany the ‘Leadership’ section of this publisher’s Management textbook. It deals with the nature of leadership, leadership traits and behaviour, and a variety of leadership theories. | J. Wiley & Sons Canada | <http://www.wiley.com/canada/schermerhorn/ppt/ch13.ppt> |
| Management & Leadership | Online document | This short document outlines the difference between management and leadership behaviours. | International Journal of Management, Business and Administration | <http://www.nationalforum.com/Electronic%20Journal%20Volumes/Lunenburg,%20Fred%20C.%20Leadership%20versus%20Management%20IJMBA%20V14%20N1%202011.pdf> |
| Human Resources – recruitment & selection | Online document | This document outlines what effective recruitment and selection is and the stages to recruitment and selection. | CIPD UK | <http://www.cipd.co.uk/NR/rdonlyres/01F95685-76C9-4C96-B291-3D5CD4DE1BE5/0/9781843982579_sc.pdf> |
| Human Resources – recruitment & selection | Online document | This is an excellent little guide to the recruitment and selection that includes every step of the recruitment and selection process including induction, training and evaluation. | Failte Ireland | <http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/2_Develop_Your_Business/1_StartGrow_Your_Business/Recruitment-and-Selection.pdf> |
| Human Resources – Appraisals & Performance Management | e-book chapter | This chapter deals with performance management, the performance appraisal process, performance criteria, appraisal methodologies and appraisal interviews. | Pearson Higher Education | <http://catalogue.pearsoned.co.uk/assets/hip/gb/hip_gb_pearsonhighered/samplechapter/027375307X.pdf> |
| Human Resources – Appraisals & Performance Management | Online document | Although written for staff at the University of California, this is an extremely practical toolkit for anyone preparing for a performance appraisal. | University of California, Berkeley | <http://hrweb.berkeley.edu/files/attachments/Performance-Management-Toolkit.pdf> |
| Human Resources – Conflict Management | Online document | This online document outlines reactions to conflict, causes of conflict, effects of conflict and how to manage workplace conflict. | IBEC | <http://www.ibectraining.ie/IBEC/Training/IBECTAD.nsf/vPages/Information_Centre~10-steps-to-managing-conflict-at-work-26-11-2010/$file/Databank10%20Steps%20to%20Managing%20Conflict%20at%20Work.pdf> |
| Modern Management:  Theory and Practice for Students in Ireland (4th Ed) | Book | Essential reading - This book includes following topics: management concepts & evolution, the business environment, management structure & design, the roles of management and managing human resources. | Siobhan D. Tiernan and Michael J. Morley  Published by Gill & Macmillan | <http://www.gillmacmillan.ie/management/management/modern-management> |
| Human Resource Management in Ireland (4th Ed) | Book | This book includes the following topics: human resource management theory & practice, planning, recruitment & selection, motivation & work design, performance management and employment law/ | Published by Gill & Macmillan | <http://www.gillmacmillan.ie/hrm--personnel-studies/hrm--personnel-studies/human-resource-management-4th-edition> |
| The Times 100 Business Case Studies | Website | This website provides access to real world business case studies, each related to key aspects of business management across a number of different disciplines. Some of the case studies can be downloaded for free but others require payment. This website also contains student and teacher resources such as lesson plans and PowerPoint slides. | The Times 100 Business Case Studies | [www.businesscasestudies.co.uk](http://www.businesscasestudies.co.uk) |
| The Sunday Business Post, Business 2000 | Website | This resource links real life Irish organisations with business theory. Please note that the most recent edition relates to 2012/13. | The Sunday Business Post, Business 2000 | <http://www.business2000.ie/> |
| Management Principles | e-book | This e-book covers various aspects of management including principles of management, leadership, mission, vision, change management, organisational structure and Human Resource Management | Carpenter, Bauer & Erdogan | <http://2012books.lardbucket.org/books/management-principles-v1.1/index.html> |

**Useful Organisations:**

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| **Name** | **Contact Information** |
| IBEC | [www.ibec.ie](http://www.ibec.ie) |
| Failte Ireland | [www.failteireland.ie](http://www.failteireland.ie) |
| Central Statistics Office | [www.cso.ie](http://www.cso.ie) |

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| **MOOCs (Massive Online Open Courses)** | |
| Free access to online courses  Search regularly for new courses and new start dates | <https://www.mooc-list.com/> |