

Using *The Global Management Challenge* on ILM programmes

The Global Management Challenge provides a useful resource for a number of different units on ILM programmes, from Level 3 to Level 7. The most obvious is when discussing the nature of management and what makes a good manager, by simply considering the list of characteristics identified by the respondents. This is not definitive, but it is interesting and can be compared to various definitions of management or lists of attributes (such as the National Occupational Standards).

The specific contributions that the report can make to units, with suggestions as to how this might be done, are outlined below. These are suggestions only and you may find other uses for the report.

The companion paper *The research context for The Global Management Challenge* should also be downloaded and may be useful as an additional handout, especially for learners at Level 5 and 7.

Level 3 Award, Certificate and Diploma in First Line Management

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| M3.24 Understanding organisations in their context | The analysis of economic data can be a useful basis for discussing concepts such as imports, exports, GDP, etc, and how they change over time. Their perceptions of the Chinese economy relative to the UK's may also prompt some interesting discussion about international economic development. Learners can be set tasks to access the CIA Factbook and collect data on different countries to compare their relative economies. |
| M3.25 Understanding culture and ethics in organisations | Although international culture is not a feature of this unit, there is no reason why it can't be discussed, including the way that national culture provides a context for organisation culture and how multinational organisations might take account of or try to over-ride national cultures. |

Level 4 & 5 Award and Level 5 Certificate and Diploma in Management

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| M4.01 Understanding the management role | The report provides an ideal basis for a discussion of what makes a good manager, as that was the primary question asked. The different perceptions of managers from different countries can help to prompt a discussion about the extent to which different national cultures affect our assumptions about what makes a good manager. |
| M5.10 Understanding the organisational environment | The analysis of the economic context which makes Chinese managers' perceptions of value can provide a starting point for considering how economies develop and compete. In particular, the parallels between the growth of the Japanese economy in the 1960s and 1970s can be explored. |

M5.11 Understanding organisational culture and ethics	Although international culture is not a feature of this unit, there is no reason why it can't be discussed, including the way that national culture provides a context for organisation culture and how multinational organisations might take account of or try to over-ride national cultures. Discussions of the work of Hofstede and Trompenaars & Hampden-Turner can help to explore notions of culture.
M5.23 Analysing and interpreting statistics to inform management decisions	The report presents a range of data, mainly from the research, although other sources are also quoted. The report can be used to illustrate the way that data and its analysis can inform decision-making. The paper <i>The research context for The Global Management Challenge</i> identifies sources of data that might be useful in providing data collection and analysis exercises.
M5.25 Analysing and presenting data to inform management decisions	The report has great value in illustrating how data can be analysed and presented to inform decisions. The sources of data cited in the paper <i>The research context for The Global Management Challenge</i> are useful in exercises to collect, analyse and present data.
M5.27 Making professional presentations	The report provides a useful basis for a practice exercise in presenting data, by asking learners to put together a short presentation on the content.

Level 7 Award, Certificate and Diploma in Executive Management or Strategic Leadership and combined Diploma in Strategic Leadership and Executive Management

M6.01 Developing the executive manager	The report provides an ideal basis for a discussion of what makes a good manager, as that was the primary question asked. The different perceptions of managers from different countries can help to prompt a discussion about the extent to which different national cultures affect our assumptions about what makes a good manager.
M7.05 Leading change in organisations	Culture is always a critical feature of change management – the report and the paper <i>The research context for The Global Management Challenge</i> offer some useful insights into the nature of culture at national and international level, and may promote some useful discussion about different national cultures' receptiveness to change, or to different change strategies.
M7.06 Developing and implementing corporate policy and strategy	The assessment of the external environment, including the international economic and competitive environment, is a critical part of this unit. The report provides a useful jumping off point for considering our perceptions of other countries' economies and their competitive threat. Following up on some of the links in <i>The research context for The Global Management Challenge</i> may well prove useful in determining international economic trends.