

MN2901 – THE EFFECTIVE MANAGER

MODULE TYPE/SEMESTER: Part time Evening Degree Option/Semester Two

MODULE CO-ORDINATOR: Dr Xi Xi, Department of Management (xx27@st-andrews.ac.uk)

MODULE LECTURER(S): Dr Sandra Romenska (sr82@st-andrews.ac.uk)
Dr Fergus Neville (fgn@st-andrews.ac.uk)
Dr Neha Gopinath (ng52@st-andrews.ac.uk)
Dr Laurence Lasselle (ll5@st-andrews.ac.uk)

AIM:

The module considers the underpinnings of effective management and provides you with the opportunity to examine critically the nature of contemporary thinking about management in organisations and the contexts within which it takes place. We encourage you to relate the content of the module to your own experience at work but also to your experience outside of work - for example, in a voluntary or community group to which you may belong and where “management” will be an important function that helps the group to achieve its objectives. We also hope the module will help you to develop a reflexive approach to your own management development.

The module will feature an interactive style of teaching/learning that will emphasise small group work, practical exercises and discussions alongside the traditional lecture. Teaching will be delivered by a number of colleagues from the School of Management and wider University together with contributions from a number of guest speakers who will share with us their research and experience into aspects of management and organisations. Assessment for the module comprises three individual assignments that emphasise the practical application of knowledge and understanding (see below for more details). There are no examinations for this module.

LEARNING OUTCOMES:

By the end of the module, you should be able to:

- understand the main ways in which the practice of management has been written about and researched.
- recognise the theoretical foundations and research evidence behind management practices.
- develop the competencies needed by effective managers that are associated collaborate, control, compete and create action imperatives.
- recognise where your own strengths as a manager currently lie and what opportunities for your future development can be determined.

TEACHING PROGRAMME:

The module content is based around the Quinn et al. (2020) core text (see below for details of the text) and delivered by a number of colleagues.

ASSESSMENT:

There are two elements of assessment for the module, and all are individual pieces of work.

1. A case study analysis of a managerial issue
 - a. Length: 1,000 words
 - b. Weighting: 40%
2. An essay on the nature of managerial work
 - a. Length: 1,500 words
 - b. Weighting: 60%

THE MODULE TEXTS:

Quinn, R.E., Faerman, S.R. , Thompson, M.P., McGrath, M.R. and St Clair, L.S.(2020) *Becoming A Master Manager, A Competing Values Approach* (7th ed), New York, Wiley.

OTHER USEFUL TEXTS:

Boddy, D. (2017). *Management : an introduction*. Seventh edition. Harlow, England: Pearson

Buchanan, D.A. and Huczynski, A. (2019). *Organizational behaviour*. Tenth edition. Harlow, England: Pearson.

Cunliffe, A. (2014) *A Very Short, Fairly Interesting and Reasonably Cheap Book About Management*. London: Sage

Grey, C. (2017) *A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Organisations*. London: Sage

Review, H.B. et al. (2017). *HBR's 10 must reads for new managers*. Boston: Harvard Business Review Press.

ACADEMIC JOURNALS AND OTHER PUBLICATIONS:

In addition to readings from the core and other management texts, reference will be made to a variety of other information sources including academic journals and various other media sources such as newspapers, the internet and so on.

Some key academic journals available in the Library and online are the following:

- British Journal of Management
- Human Resource Management Journal
- People Management (a CIPD publication)
- Harvard Business Review
- The Professional Manager (a CMI publication)

Among newspapers and similar publications, you will often find management-related items in publications such as:

- The Financial Times
- The Guardian
- The Times
- The Telegraph
- The Sunday Times
- The Economist

SOME USEFUL WEBSITES:

<http://www.managers.org.uk/>

This is the website of the Chartered Management Institute (CMI) a UK-based membership organisation that spans a wide variety of managerial occupations. The website contains a wealth of information on all aspects of management, management skills and managerial work.

<http://www.cipd.co.uk/>

The CIPD, the Chartered Institute of Personnel and Development, is a major professional association for those working and teaching in all aspects of human resource management. Although UK-based and with most of its members in employment in the UK, it has a growing membership around the world. As with the CMI website, you will find on the CIPD website many items relevant to your studies for MN2901.

<http://www.acas.org.uk/index.aspx?articleid=1461>

ACAS, the Advisory, Conciliation and Arbitration Service, is a UK government-funded organisation that helps to promote good people management practices. As with the CMI and CIPD website you will find a lot of content relevant to your studies for the module.

<https://www.i-l-m.com/>

The Institute of Leadership and Management (ILM) provides accredited training for managers and leaders and is another source of useful ideas about the role of managers and leaders and the competencies needed for success in these roles.

<https://www.talkingaboutorganizations.com/>

An interesting website where academics from around the world share their ideas about historical and contemporary aspects of organisations and management through a series of downloadable podcasts.

<https://robertequinn.com/blog/>

Robert Quinn's "The Positive Organization" blog provides his ideas and opinions about the positive organisation.

<https://learningleader.com/podcast/>

Ryan Hawk's podcast in which he has deep conversations with the world's most thoughtful leaders and share their useful life stories and leadership wisdom.

https://www.manager-tools.com/all-podcasts?field_content_domain_tid=4

Manager Tools Podcast is a weekly audio podcast by Michael Auzenne and Mark Horstman, which focuses on career advice and helping managers become more effective.

Organisation of courses may be subject to change without notice.