MN2901 – THE EFFECTIVE MANAGER

MODULE TYPE/SEMESTER: Option (20 Credits) Evening Degree Programme/Semester 2

PRE-REQUISITE(S): Entry to Programme

MODULE CO-ORDINATOR: Mr Martin Dowling

MODULE TUTOR(s): Mr Charles Lovatt, Mr Neil Tolland, Mr Paul Irvine, Dr Shiona Chillas and Mr Bill Barlow

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AIM:
The module considers the underpinnings of effective management and provides students with the opportunity to examine critically the nature of contemporary thinking about management in organisations and the contexts within which it takes place.

METHOD OF TEACHING & LEARNING:
A three hour lecture/seminar per week.

LEARNING OUTCOMES:
By the end of the module, students should be able to:
• understand the main ways in which the practice of management has been written about and researched;
• recognise the often contradictory requirements placed on managers and how these requirements can be met;
• appreciate the complex of skills needed by effective managers today;
• recognise where your own strengths as a manager currently lie and what opportunities for your future development can be determined.

INDICATIVE TOPIC OUTLINE:
Lecture Topics:
1. The real world of managing: Key concepts and ideas from various types of organization and business activity.
2. An overview of the Quinn et al framework.
3. Understanding Self and Others; Communicating Honestly and Effectively
4. Mentoring and Developing Others; Managing Groups and Leading Teams
5. Managing and Encouraging Constructive Conflict; Organising Information Flows
6. Working and Managing Across Functions; Planning and Co-ordinating Projects
7. Measuring and Monitoring Performance and Quality; Encouraging and Enabling Compliance
8. Developing and Communicating a Vision; Setting Goals and Objectives
9. Motivating Self and Others; Designing and Organising
10. Managing Execution and Driving for Results; Using Power and Influence Ethically and Effectively
11. Championing and Selling New Ideas; Fuelling and Fostering Innovation
12. Negotiating Agreement and Commitment; Implementing and Sustaining Change
13. Module Recap and Review

ASSESSMENT:
1. A case study analysis of a managerial issue; 1000 words; (25%)
2. An essay on the nature of managerial work; 2000 words; (40%)
3. A practical/reflexive account of the student’s own management practice and proposals for their future development; 2000 words; (40%).

CORE READING LIST:

Other Texts:


