MN2901 – Effective Manager

Module Type/Semester: Evening Degree Option/Semester Two

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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 which 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 and wider University together with contributions from a number of guest speakers. Assessment for the module comprises three individual assignments that emphasise the practical application of knowledge and understanding. There are no examinations for this module.

The module is based on the approach to Management suggested by Quinn, et al (2011) which features a strongly competence-based framework
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 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: WEEKLY PROGRAMME

<table>
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<th>Week</th>
<th>Topic</th>
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| 1    | Module introduction:  
  - Module learning outcomes  
  - The weekly teaching programme  
  - Types of learning activities  
  - Assessment requirements  
  - Key ideas of Management |
| 2    | The real world of managing:  
  - An overview of the Quinn et al framework and the ALAPA learning model. |
| 3    | Quinn Module One:  
  - Understanding Self and Others  
  - Communicating Honestly and Effectively |
| 4    | Quinn Module One:  
  - Mentoring and Developing Others  
  - Managing Groups and Leading Teams |
| 5    | Quinn Module One:  
  - Managing and Encouraging Constructive Conflict  
  Quinn Module Two:  
  - Organising Information Flows |
| 6    | Quinn Module Two:  
  - Measuring and Monitoring Performance and Quality  
  - Encouraging and Enabling Compliance |
| 7    | Quinn Module Two:  
  - Working and Managing Across Functions  
  - Planning and Co-ordinating Projects |
| 8    | Quinn Module Three:  
  - Developing and Communicating a Vision  
  - Setting Goals and Objectives |
| 9    | Quinn Module Three:  
  - Motivating Self and Others  
  - Designing and Organising |
| 10   | Quinn Module Three:  
  - Managing Execution and Driving for Results  
  Quinn Module Four:  
  - Using Power and Influence Ethically and Effectively |
| 11   | Quinn Module Four:  
  - Championing and Selling New Ideas  
  - Fuelling and Fostering Innovation |
| 12   | Quinn Module Four:  
  - Negotiating Agreement and Commitment  
  - Implementing and Sustaining Change |
| 13   | Module Review |
ASSESSMENT:
There are three elements of assessment for the module and all are individual pieces of work.

1. A case study analysis of a managerial issue.
   a. Length: 1000 words
   b. Weighting: 20% of the assessment for the module

2. An essay on the nature of managerial work.
   a. Length: 2000 words
   b. Weighting: 40% of the assessment for the module
   c. Topic: “Management is as much about understanding complexity, contradiction, control, conflict and paradox as it is about acquiring the skills to be a manager” Discuss.

3. A practical/reflexive account of your own management practice and proposals for your future development.
   a. Length: 2000 words
   b. Weighting: 40% of the assessment for the module

READING LIST:
The module content is based around the Quinn et al (2011) core text (see below for details of the text) and delivered by a number of colleagues.

THE MODULE TEXTS:


Other Useful Texts:


**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 Observer
- 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.

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 role.

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.