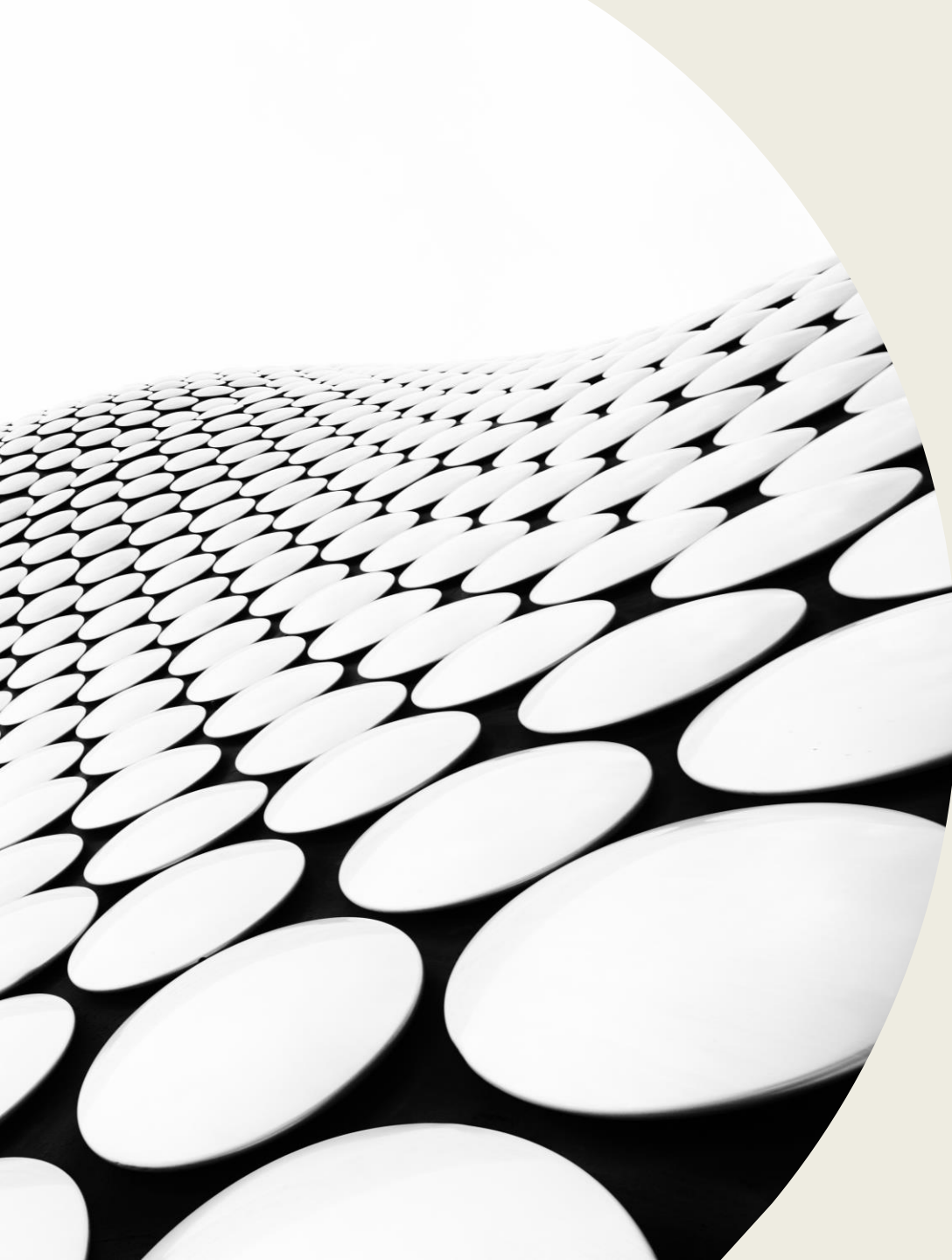




Contemporary Issues in Management

Week 1 – The Role of the Manager

What is a contemporary issues in management?



1. Uncertainty about the Future
2. Wellbeing of Employees
3. Tracking Team Productivity
4. Shaping Company Culture
5. Recruiting and Onboarding the Right Employees
6. Supporting Diversity & Inclusion in the Workplace
7. Managing Communication Between Teams
8. Regulation & Compliance
9. Technology & Digitalisation
10. Mind the Skills Gap
11. High Staff Turnover
12. Creating Innovative Teams
13. Breaking Down Silos
14. Knowledge Loss & Brain Drain
15. Finding the Holy Grail: Engagement





**TO DEVELOP A SYSTEMATIC UNDERSTANDING OF,
AND THE ABILITY TO CRITICALLY EVALUATE,
THE CHALLENGES FACING MANAGERS IN
MODERN ORGANISATIONS.**

**TO UTILISE SOCIAL, CULTURAL, AND
NORMATIVE PERSPECTIVES TO ENCOURAGE
MORE SYSTEMIC CRITIQUES OF
CONVENTIONAL THEORY AND PRACTICE
ACROSS A RANGE OF DISCIPLINES,
INDUSTRIES AND SECTORS.**

Aim of the Module

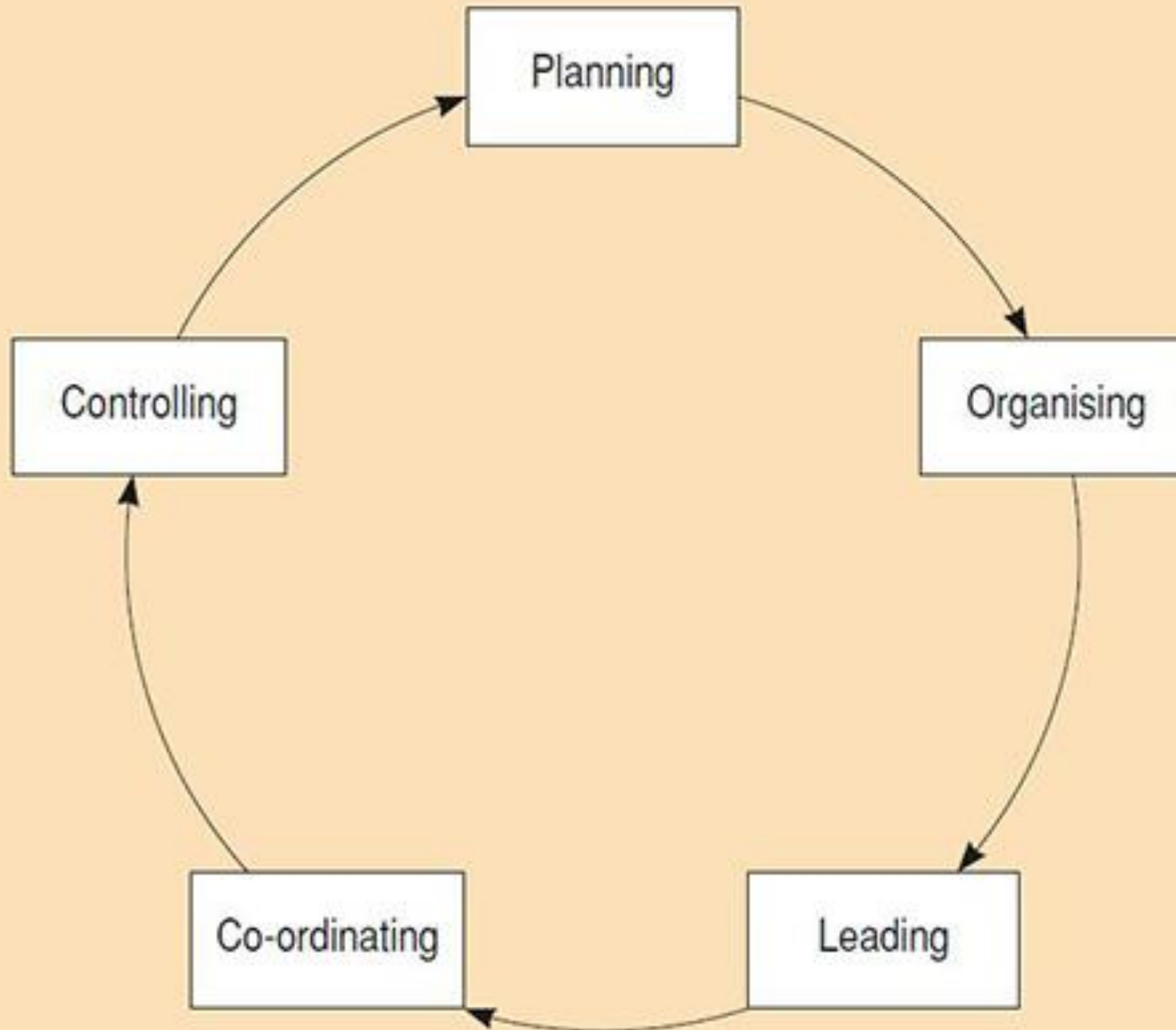


Objectives

- Judge objectively the differences between mainstream and critical theories of management and develop critical and/or ethical assessments of concepts underpinning management theory.
- Analyse problems arising in a select number of contemporary management/organisational topics and themes including, but not limited to, bureaucracy and post bureaucracy, scientific management, team working, and ethical decision making and argue coherently for acceptable solutions.

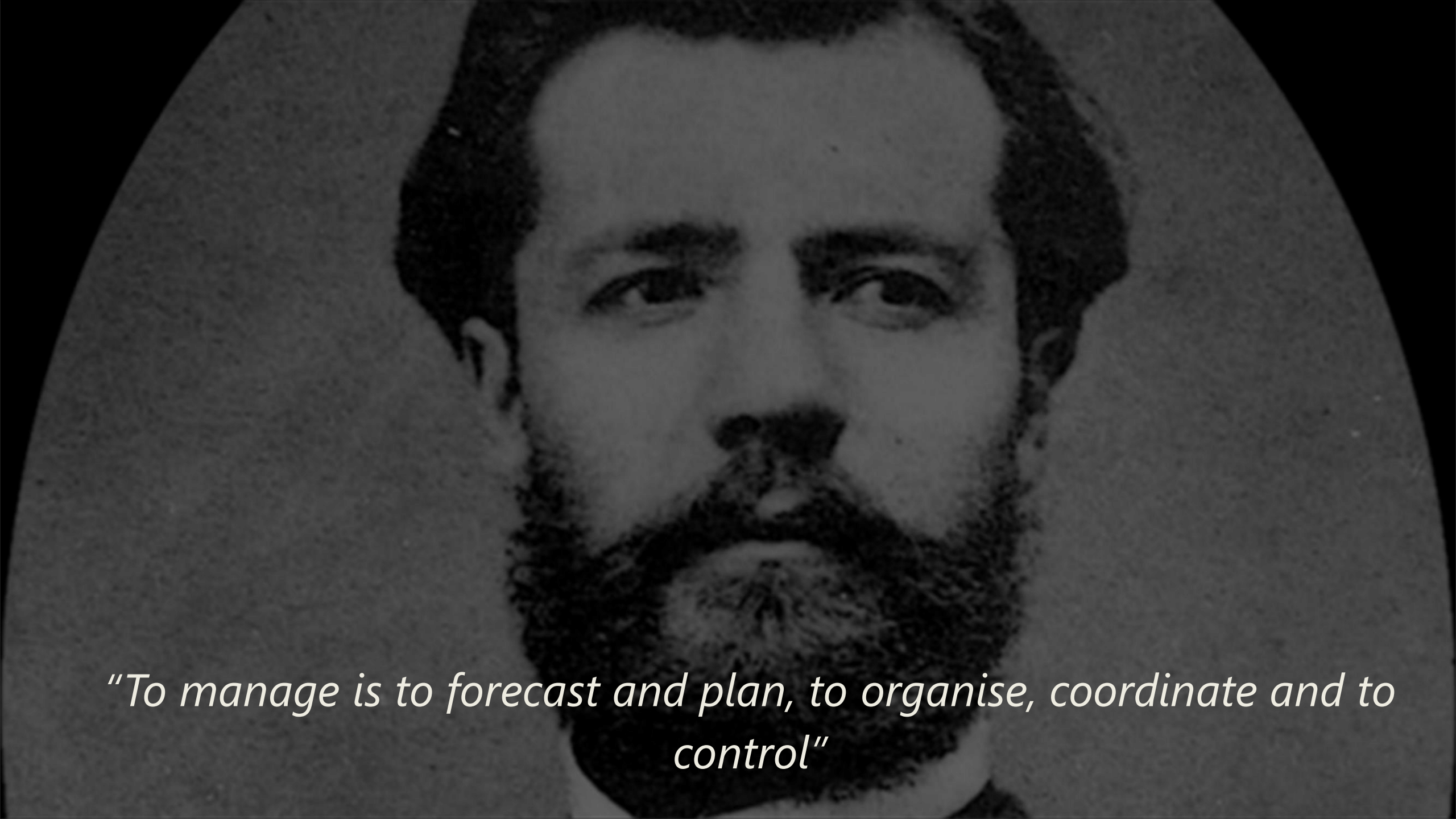
WHAT DO YOU
THINK ARE KEY
ROLES THAT A
MANAGER MUST
FULFIL?





**ACCORDING TO
ONE OF THE
EARLY
MANAGEMENT
THINKERS,
HENRI FAYOL
(1949),
MANAGEMENT
COMPRISES FIVE
PROCESSES:**

Fayol's Management Processes



"To manage is to forecast and plan, to organise, coordinate and to control"

FORECASTING AND PLANNING THE MANAGER MUST LOOK AHEAD, ASSESS THE FUTURE AND MAKE PROVISION FOR IT.

ORGANISING THERE MUST BE AN APPROPRIATE ORGANISATIONAL STRUCTURE, ONE THAT WILL ALLOW THE ORGANISATION'S ACTIVITIES AND PLANS TO BE CARRIED OUT.

LEADING ONCE THE PLAN HAS BEEN AGREED AND THE APPROPRIATE STRUCTURE IS IN PLACE, THE STAFF MUST GET TO WORK. THE MANAGER IS THERE TO INSPIRE THE STAFF, TO SECURE THEIR COMMITMENT TO THE ORGANISATION AND TO THE JOB.

CO-ORDINATING ONE DEPARTMENT'S ACTIVITIES, OR JOB, MUST FIT OR HARMONISE WITH THOSE OF OTHER DEPARTMENTS. THE ACTIVITIES IN ALL DEPARTMENTS MUST BE DIRECTED TOWARDS THE OVERALL ORGANISATIONAL GOALS. AS A RESULT, THE MANAGER OF A DEPARTMENT MUST BE IN CONSTANT TOUCH WITH OTHER MANAGERS TO SECURE THIS CO-ORDINATION.

CONTROLLING LASTLY, THERE MUST BE A SYSTEM OF CONTROL, A SYSTEM TO DISCOVER WHAT IS HAPPENING (OR HAS HAPPENED) SO THAT IT CAN BE COMPARED WITH WHAT SHOULD HAVE HAPPENED.



FIVE FUNCTIONS OF MANAGEMENT PROVIDE THE BIG PICTURE OF HOW MANAGERS SHOULD SPEND THEIR TIME. THEY ARE:

Planning: the need "to assess the future and make provision for it." That includes a flexible action plan that considers a firm's resources, work in progress, and future market trends.

Organising: laying out lines of authority and responsibility for employees. This covers recruitment and training, coordinating activities, and making employees' duties clear.

Commanding: getting the most from people. So, managers must know their employees' skills, delegate to tap into these skill sets, and set a good example.

Coordinating: in a well-coordinated organization, departments know their responsibilities, the needs of other teams, and their obligations to them.

Controlling: continually checking that rules, plans and processes are working as well as they should be.



HOWEVER.....

Mintzberg (1990) Managerial Roles

Mintzberg identified **TEN** roles that describe the variety of the manager's work.



As a manager, you probably fulfil many different roles every day.

For instance, as well as leading your team, you might find yourself resolving a conflict, negotiating new contracts, representing your department at a board meeting, or approving a request for a new computer system.

Put simply, you're constantly switching roles as tasks, situations, and expectations change.

Management expert and professor Henry Mintzberg recognized this, and he argued that there are ten primary roles or behaviours that can be used to categorize a manager's different functions.

*Trawsnewid Adaysg, Trawsnewid Bywydan
Transforming Education, Transforming Lives*

Mintzberg (1990) Managerial Roles

Mintzberg grouped the ten management roles into three clusters.



Interpersonal The manager:

1. acts as a figurehead, the person who represents the organisation
2. leads the staff
3. liaises between the organisation and the people outside it.

Informational The manager:

4. monitors the information flows within and outside the organisation
5. disseminates relevant information to those who need it
6. acts as spokesperson for the organisation.

Decision making The manager:

7. sometimes acts as an entrepreneur, initiating a course of action intended to change something within the organisation
8. sometimes reacts to events, acting as a disturbance-handler
9. allocates resources, such as the matching of people and jobs, the allocation of money, equipment, and so on
10. negotiates with others, that is, trades resources with them.





WATCH THE THREE MANAGEMENT CASE STUDIES ON MOODLE

DISCUSS WHAT MANAGEMENT SKILLS YOU OBSERVE IN EACH CASE WITH
REFERENCE TO THE MANAGEMENT THEORISTS



- **Video 1** **Feedback**
 - Monitor / Planner / Forecaster / Organiser
- **Video 2**
 - Organiser / Planner / Co-Ordinator / Disseminator / Monitor / Mentor
- **Video 3**
 - Leader / Liaison / Controller / Planner

**THE SUCCESS OR FAILURE OF AN ORGANISATION DEPENDS ON
HOW EFFECTIVE MANAGERS' DECISIONS ARE:**



Good decision making	Bad decision making
increased productivity	employees lose motivation
increased profits	production is disrupted
growth of the business	increase in customer complaints

Decision Maker



THIS SESSION HAS EXAMINED THE ROLE OF THE MANAGER IN THEORY AND IN PRACTICE.

WE HAVE EXPLORED TWO CLASSIC THEORIES ON THE ROLE OF THE MANAGER AND ASSESSED THEIR RELEVANCE.

BY LOOKING AT THE WORK OF MANAGERS IN A RANGE OF OTHER ORGANISATIONS IN CLIPS FROM ESCAPE FROM THE BOARDROOM YOU WERE ABLE TO MAKE A BROADER ASSESSMENT OF THEIR RELEVANCE.

Conclusion

ASSIGNMENTS

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	2000 words	50%

Assessment Component 2 (Tick one)

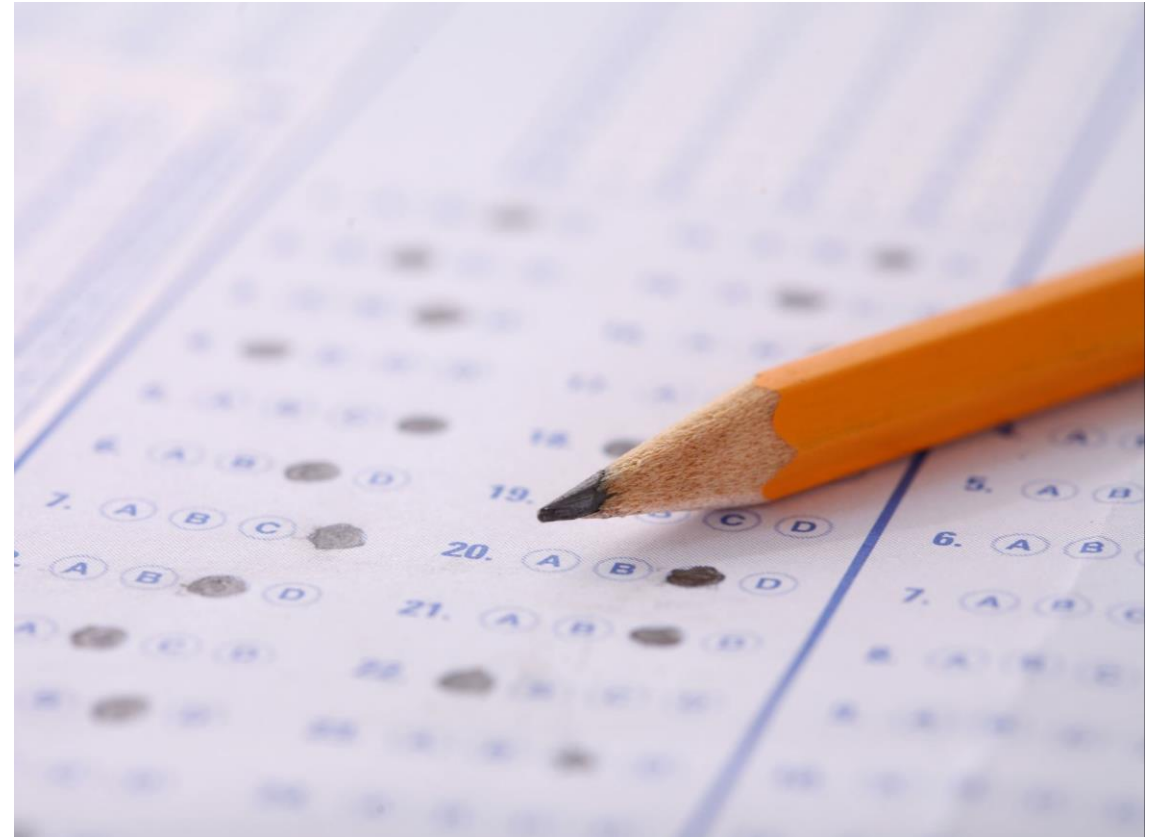
☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation	15 minutes	50%



Assignment 1 & 2

- Details in the Handbook found on Moodle;
-
- <https://moodle.uwtsd.ac.uk/course/view.php?id=8799#section-2>





EXAMPLE

A man with short dark hair, wearing a dark suit, white shirt, and dark tie, is looking down with a serious expression. He is in the foreground, slightly to the left. In the background, other people in suits are partially visible, including one person wearing a grey cap. The overall scene appears to be a formal event or press conference.

Sports Direct
founder under
fire over
exploitation
allegations



Any Questions