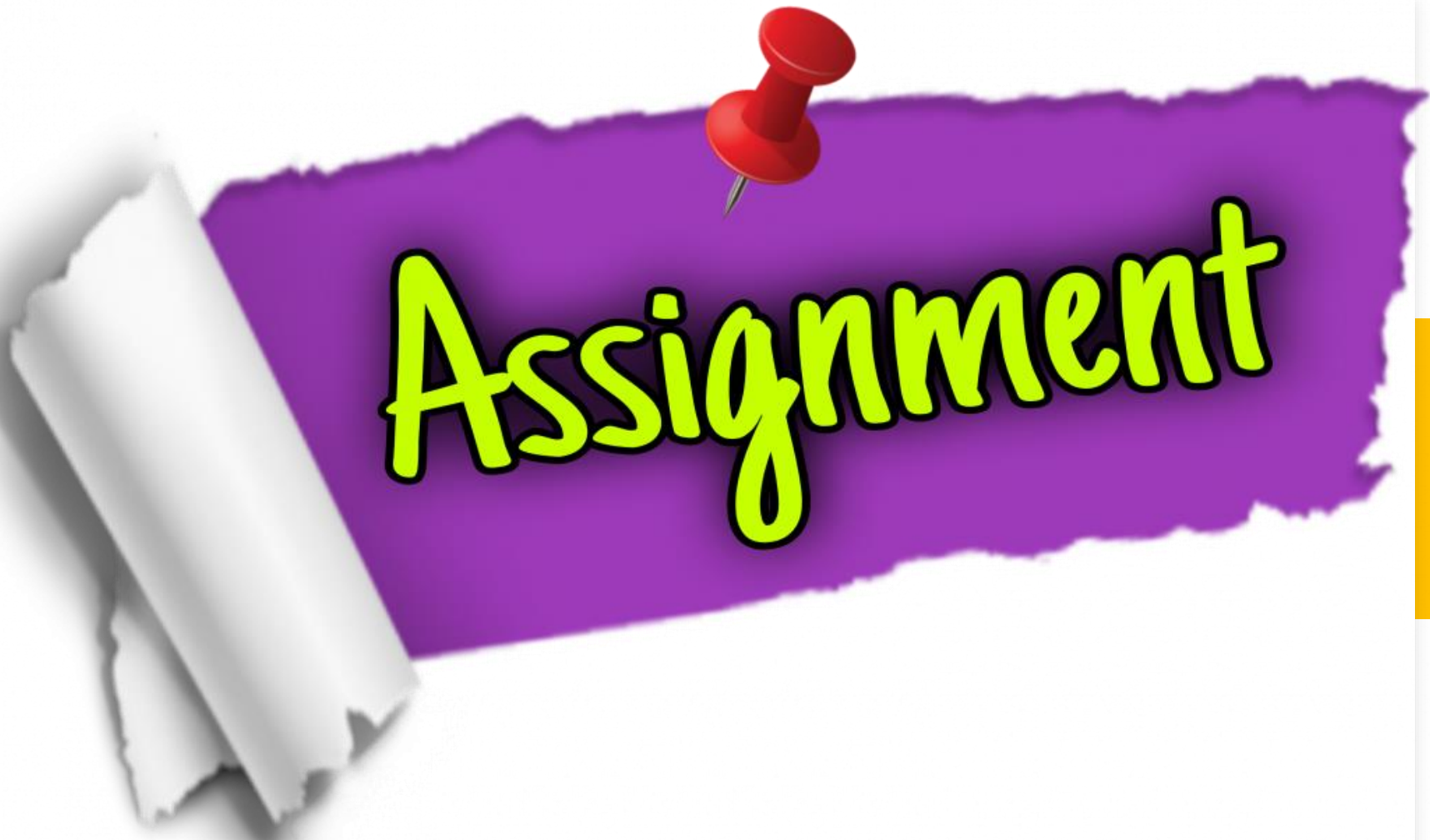




Assignment

LCDB7008
Visions for the
Future :
Theoretical
Perspectives on
Management

Week 3

Assignment Brief

Dr. Helen Lee

LCDB7008 – Assignment

**Submission date :
5th Feb 2027**

Student name:		Student ID number:	
Programme:	Doctor of Business Administration		
Module:	Visions for the future: Theoretical perspectives on Management		
Module code:	LCDB7008	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Helen Lee	Internal Verifier:	Caroline Jawad
Assignment Title:	Report	Word count (or equivalent):	7,500 words
Submission deadline:	5th February 2027 (Friday)	Return date of provisional marks & written feedback:	18th March 2027 (Thursday)

**Submission
method:**

All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)

Alternative submission method (if applicable):

Late submission of the assessment will result in a late penalty mark.
Penalties for late submission: Up to one week late, maximum mark of 50%.
Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.

**Academic
honesty /
referencing:**

Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.

Policy on word over and word limit

- Between 10% and 25% above the word limit – Deduction of 5 marks off final mark, or reduce the mark to the capped mark, whichever is the lesser penalty. For a postgraduate student achieving a final mark of 54%, the mark would be reduced to the capped mark of 50%; whereas for a postgraduate student achieving a final mark of 67%, the mark would be reduced to 62%.
 - Between 25% and 50% above the word limit – Deduction of 10 marks off final mark, or reduce the mark to the capped mark, whichever is the lesser penalty. For a taught postgraduate student achieving a final mark of 59%, the mark would be reduced to the capped mark of 50%; whereas for a postgraduate student achieving a final mark of 64%, the mark would be reduced to 54%.
 - 50% or more over length – Maximum mark of capped mark
-

LCDB7008 – Assignment Brief

**A Critical Analysis of Management Practices in Contemporary Business Landscape:
Opportunities, Challenges and Managerial Solutions**

Word count: 7500 words

What is/are management practice?

Joyce et al. (2003a) identify eight general management practices correlating strongly with sustained business success. These essential management practices, in the authors' own words, are:

1. *Strategy*: Devise and maintain a clearly stated, focused strategy.

2. *Execution*: Develop and maintain flawless operational execution.

3. *Culture*: Develop and maintain a performance-oriented culture.

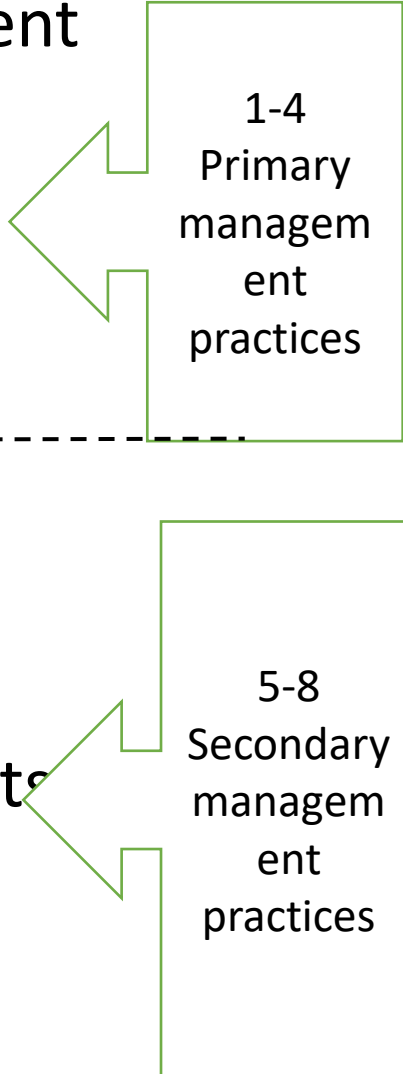
4. *Structure*: Build and maintain a fast, flexible, flat organization.

5. *Talent*: Hold on to talented employees and find more.

6. *Innovation*: Make industry-transforming innovations.

7. *Leadership*: Find leaders who are committed to the business and its people.

8. *Mergers and partnerships*: Seek growth through mergers and partnerships.



1-4
Primary
managem
ent
practices

5-8
Secondary
managem
ent
practices

What is management practice ?

Managerial Practice is defined as the systematic approach adopted by managers to understand how different aspects of an organization work together to produce value for customers. It involves integrating financial analysis, goal setting, leadership strategies, and process optimization to ensure organizational success. (Joyce, et.al., 2003a)

What is management practice ?

- The term “management practices” refers to a variety of managerial policies and practices that higher education institutions (HEIs) employ or apply to improve research output.
- From a conceptual standpoint, management practices—also referred to as high-performance work systems, high performance HR practices, or high-performance management practices—are relevant to improved organizational performance. Chowdhury Hans & Muduli, 2025)

LCDB7008 – Assignment Brief

- Select an important management practice in your field. The potential topics include but are not limited to leadership, digitisation, innovation, organisational culture, management decision, operational efficiency, employee management, employee behaviour and well-being, sustainability etc.
- Conduct a study through extensive literature review to critically analyse key theories and models related to your chosen issue from both seminal and recent management practice literature. Synthesize this theoretical foundation to provide context.
- Analyse how the management practice manifests specifically in your industry and how it poses management or/and implementation challenges , utilising examples of practices adopted by real-world companies, specific industry or sector. Identify current debates and recent developments surrounding the issue.

Use of Generative AI in Assessment

Use of Gen AI

RESEARCH	For this assessment, you can use Generative AI to search for bibliography.	Yes ☐ No ☒
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☐ No ☒
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including rephrasing of your own work within specific standards.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	Yes ☐ No ☒

Evaluation Criteria

- Engagement with Literature Skills (Min. 50 Academic References)
- Knowledge and Understanding Skills
- Cognitive and Intellectual Skills
- Practical Skills
- Transferable Skills for Life and Professional Practice

Guidance

Guidance specific to this assessment:

- The 3 parts should be compiled into one document.
- Written in **UK** English in an appropriate business/academic style.
- Length: 7,500 words (equivalent) +/- 10% (Marks will be taken off for skills for professional practice where the word count is exceeded)
- Document format: Report with a clear title page and each section clearly labelled.

Structure of the assignment

The structure of the report

1. Title and Abstract

An abstract (**150 words and it is not included in the word count**)

2. Article Text

Guideline lengths for key sections include but are not limited to:

- Introduction : Research background and gap, aims
- Research Objectives and Research Questions
- Literature Review : Conceptual territory and context
- Methodology : Research philosophical approach
- Findings, Analysis and Discussion: Literature review results and discussion
- Conclusion: Contributions, limitations, recommendations

Potential trend that may spark your thoughts

- Leadership
- Competency-Based Management
- Operations management
- People managementPerformance Monitoring
- Forecasting/planning, organising, commanding, coordinating, and controlling organisational activities
-



LCDB7008 – Assignment Brief

- Analyse how the management challenge manifests specifically in your industry, utilising examples of practices adopted by real-world companies. Identify current debates and recent developments surrounding the issue.
- Drawing on your literature analysis and contemporary application, propose an innovative management solution to address this challenge. Demonstrate how your solution is supported by rigorous theoretical frameworks and tailored to the modern industry context.



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- Outline how your solution can be implemented through appropriate strategies and practices. Develop measures to assess its potential impact if applied in actual organisational settings.
- Overall, this assignment assesses your ability to blend management theory and evidence with industry insights to develop novel yet practical solutions grounded in cutting-edge DBA knowledge. The focus is on exhibiting critical analysis, synthesis, and application skills to address a live management issue through research-informed approaches.

Use of Generative AI in Assessment

RESEARCH	For this assessment, you can use Generative AI to search for bibliography.	Yes ☐ No ☒
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☐ No ☒
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including rephrasing of your own work within specific standards.	Yes ☒ No ☐
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GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

1. Engagement with Literature Skills

Guidance specific to this assessment: All sections should be appropriately referenced using the UWTSD

Harvard referencing standard, with one combined list of references at the end of the document. **A minimum of 50 credible and relevant sources** should be cited across the report

Guidance specific to this assessment:

- Written in UK English in an appropriate business/academic style.
- Length: 7,500 words (equivalent) +/- 10% (Marks will be taken off for skills for professional practice where the word count is exceeded)
- Document format: **Report** with a clear title page and each section clearly labelled.

UWTSD References Guide https://uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/library-and-learning-resources/infoskills/Harvard-eng_v.1.2.pdf

The structure of the report

1. Title and Abstract

An abstract **(150 words and not included in the word count)**

2. Article Text

Guideline lengths for key sections are:

- Introduction : Research background and gap, aim,
- Research Objectives and Research Questions
- Literature Review : Conceptual territory and context
- Methodology :Data gathering, analytical techniques, and process of data analysis.
- Findings and Discussion: Literature review results and discussion
- Conclusion: Contributions, limitations, recommendations

Please submit a 3-page assignment onto the system on Moodle by 10/11/2026 or 17/11/2026.

The day before your scheduled one-to-one consultation

Assignment proposal (3-page proposal)

Topic

Background

Aim

Objectives

Research gap

Potential theories

Some References

Key dates

- 10th November 2026 or 17th November 2026 - Proposal Submission
- 5th February 2027 – Assignment Submission

Please submit your work to the system on Moodle

Plan your
work !!

Plan your work, work your

PLAN



Q & A

Assignment proposal (3-page proposal)

Reference :

Joyce , W.,Nohria ,N. and Roberson, B.(2003a), *What Really Works: The 4+2 Formula for Sustained Business Success*, HarperBusiness, New York, NY.

Bloom, N., & Van Reenen, J. (2010). Why Do Management Practices Differ across Firms and Countries? *The Journal of Economic Perspectives*, 24(1), 203–224.

<http://www.jstor.org/stable/25703489>

Chowdhury A, Hans A, Muduli A (2025), "A systematic review of how management practices and academic culture impact research and development of higher education institutions (HEIs)". *IIMT Journal of Management* , Vol. 2 No. 2 pp. 154–170, doi:

<https://doi.org/10.1108/IIMTJM-05-2025-0027>