



UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

London Campus

Visions for the Future –
Theoretical Perspectives on Management
LCDB7006

AIM(S)

- To critically reflect on the evolution of contemporary management theory and the relevance of management theory to management practice.
- To apply current academic and theoretical knowledge to contemporary management challenges in a critical and rigorous manner.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically analyse the philosophical underpinnings of contemporary management practice and the different contexts, perspectives and paradigms on management ;
- critically examine and evaluate and the views of major academic and management theorists;
- critically apply underpinning management theory to current and emerging debates in management practice.

INDICATIVE CONTENT

This module will develop a detailed and in-depth understanding of the development and relevance of theory and philosophical understanding to management practice, and will critically examine the different contexts, perspectives and paradigms that contribute to management understanding and views on the challenges of 21st Century management.

It will critically examine the management theory jungle, and discuss and critically evaluate the views of different theorists and their theories to contemporary management issues.

It will apply theoretical understandings to selected current discussions and debates in management practice, examining the changing external and internal business environment, and the influence of political, economic, social, technological, environmental, legal and regulatory pressures on contemporary management practice.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	60	20%
Independent learning	240	80%
Placement learning	0	0%
TOTAL	300	100%

Assessment Component 1 - Coursework

Mode of assessment	Volume	Weighting
Report	7500 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

ASSESSMENT - 100%

ASSESSMENT - Coursework 100%

Report – 7,500 words or the equivalent

The following are sample questions. Other questions / topics will be negotiated between the student and module tutor during the “assignment surgeries” scheduled during module delivery.

Example 1:

“While many areas of contemporary life have changed significantly in the 21st century, management has remained largely unchanged and rooted in 19th century theories and paradigms”. Critically examine this assertion detailing the development of management theory and the contribution of contemporary management theorists and their theories to tackling contemporary management challenges.

Example 2:

“Technology advances - specifically in the areas of e-Commerce and e-Business 2.0 — have rendered traditional models of organisational structure and theories of management roles obsolete in the light of the changing nature of 21st century corporations.” Evaluate whether this claim is justified - in relation to a business sector of your choice - and provide evidence for or against it, especially in relation to the management changes it implies.

ASSESSMENT CRITERIA

These criteria are used for all parts of the assessment.

Assessment Criteria	% of marks
The extent and quality of your contributions to discussion and collective activities undertaken during the module.	15%
The clarity, coherence and critical reflection of your written evaluation, showing that you have referred to a range of points of view and then developed and clearly stated your own argument for your ideas.	30%
Your choice of resources and the way in which you use them as evidence to support your evaluation and underpin your ideas with the theory and through examples from your experience, your colleagues' experiences and from the experience of others' contributions in the learning activities.	35%
Your accurate use of the author/date Harvard referencing system. This criterion relates to whether you have used the Harvard system appropriately and accurately, not to whether you have made a good selection of resources.	10%
Your written presentation including appropriate use of headings to structure the work; grammar and spelling; page numbers; use of word count; writing style and labelling.	10%

READING LIST

Module Code	LCDB7006	
Module Title	Visions for the Future – Theoretical Perspectives on Management	
Classification	Reading List entry	Electronic*
Essential	Argyris, C. (2012) <i>Organisational Traps: Leadership, Culture, Organisational Design</i> . Oxford: OUP	☐
Essential	Hamel, G. (2007) <i>The Future of Management</i> , Harvard: Harvard Business School Press	☐
Essential	Jones, G. and George, J. (2011) <i>Contemporary Management</i> , 7 th ed. Maidenhead: McGraw Hill	☐
Essential	Maitland, A and Thompson, P. (2011) <i>Future Work: How Businesses Can Adapt and Thrive in the New World of Work</i> . Basingstoke: Palgrave Macmillan	☐
Essential	Meister, A. and Willyerd (2010) <i>The 2020 Workplace: How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today</i> . London: HarperCollins	☐
Essential	Morgans, D. 'Beyond Practice and Beyond Theory' in Smith, S. (2007) <i>Applying Theory to Policy and Practice</i> , Abingdon: Ashgate	☐
Essential	Senge, P.M. (2006) <i>The Fifth Discipline</i> , 2 nd ed. London: Random House Books	☐
Essential	Sodhi, M.S. and Tang, C.S. (2012) <i>A Long View of Research and Practice in Operations Research and Management Science: The Past and the Future</i> (International Series in Operations Research & Management Science) London: Springer	☐
Essential	Stacey, R. D. (2010) <i>Strategic Management and Organizational Dynamics: The Challenge of Complexity</i> , 6 th ed. Harlow: FT/Prentice Hall	☒
Essential	Williams, C.C. (2007) <i>Re-Thinking the Future of Work: Directions and Visions</i> (Management, Work and Organisations) Basingstoke: Palgrave Macmillan	☐
Essential	Wren, D.A. and Bedeian J. (2009), <i>The Evolution of Management Thought</i> , London: John Wiley & Sons	☐
Further	Barnard, C. I. (1968), <i>The Functions of the Executive</i> , (originally published in 1938), Harvard: Harvard University Press	☐
Further	Barnard, C. I. (1948) <i>Organization and Management: Selected Papers</i> , Oxford: Routledge	☐
Further	Drucker, P.F. (2007) <i>Management Challenges for the 21st Century</i> , Oxford: Butterworth-Heinemann	☐
Further	Fayol, H. (1949), <i>General and Industrial Management</i> , London: Pitman Publishing	☐
Further	Glover, J. and Kirton, G. (2006) <i>Women, Employment and Organisations: Challenges for Management</i> , Oxford: Routledge	☐
Further	Handy, C. B. (1995) <i>The Empty Raincoat: Making Sense of the Future</i> , London: Random House Books.	☐
Further	Handy, C. B. (2009) <i>Gods of Management: The Changing Work of Organisations</i> , London: Random House Books	☐
Further	Handy, C. B. (2002) <i>The Age of Unreason</i> , London: Random House Books	☐
Further	Hobsbawm, E. (1997) <i>On History</i> , New York: New Press	☐
Further	Hofstede, G. et al (2010) <i>Cultures and Organisations: Software for the Mind</i> , Maidenhead: McGraw Hill Professional	☐
Further	Horkheimer, M. (1982) <i>Critical Theory</i> , New York: Seabury Press	☐
Further	Kuhn, T.S. (1970), <i>The Structure of Scientific Revolutions</i> , Chicago: The University of Chicago Press	☐
Further	Lorsch, J. and Carter, J. (2003) <i>Back to the Drawing Board: Designing Corporate Boards for a Complex World</i> , Harvard: Harvard Business School Press	☐

Further	Luthans, F. and Kreitner, R. (1985), <i>Organizational Behaviour Modification and Beyond</i> , Scott, Chicago: Foresman and Company	☐
Further	Mayo, G.E. (1933), <i>The Human Problems of an Industrial Civilization</i> , Basingstoke: The Macmillan Company	☐
Further	Mintzberg, H. (2007) <i>Mintzberg on Management</i> , Cambridge: The Free Press	☐
Further	Pettigrew, A. and Whipp, (1993) <i>Managing Change for Competitive Success</i> , Hoboken: Wiley-Blackwell	☐
Further	Porter, M. E. (2008) <i>On Competition</i> , Harvard: Harvard Business School Press	☐
Further	Smith, K, G. and Hitt, M. A. (2005) <i>Great Minds in Management: The Process of Theory Development</i> , Oxford: Oxford University Press	☐
Further	Taylor, F.W. (1967), <i>The Principles of Scientific Management</i> , London: W.W. Norton & Company	☐
Further	Vroom, V. H. (1994) <i>Work and Motivation</i> , London: Jossey Bass	☐
Further	Weber, M. (1949) <i>The Methodology of the Social Sciences</i> , trans, and ed. Shils, E.A and Finch, H.A., New York: The Free Press	☐
Further	Wittgenstein, L (1953) <i>Philosophical Investigations</i> , Oxford: Blackwell	☐
Further	Journals <i>Academic Research Journal</i> <i>Action Research</i> <i>Electronic Journal of Business Research Methods</i> <i>Field Methods</i> <i>Journal of Academic Writing</i> (open source) <i>Journal of Mixed Methods Research</i> <i>Journal of Research Practice</i> <i>Journal of Workplace Learning</i> <i>Methodology: European Journal of Research Methods for the Behavioural and Social Sciences</i> <i>Practitioner Research in Higher Education</i>	☐