



# **MODULE HANDBOOK**

## **CONTEMPORARY ISSUES IN MANAGEMENT**

**MODULE CODE: BMBM6003**

**LEVEL 6**

**SCHOOL OF BUSINESS**

**Semester 1: 2025/2026**

# ASSESSMENT 1 SPECIFICATION

|                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                      |                                   |
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| Programme:                                                                                                                                                                                                                                                                                               | Business Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                      |                                   |
| Module:                                                                                                                                                                                                                                                                                                  | Contemporary Issues in Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                      |                                   |
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| Lecturer:                                                                                                                                                                                                                                                                                                | Robyn Griffiths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Internal Verifier:                                   |                                   |
| Assignment Title:                                                                                                                                                                                                                                                                                        | An Ethical Assessment of Management Theories                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Word count (or equivalent):                          | 2,000-word Formal Business Report |
| Submission deadline:                                                                                                                                                                                                                                                                                     | 21/11/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Return date of provisional marks & written feedback: | 14/12/2025                        |
| 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.)<br><br><b>Alternative submission method (if applicable):</b><br><br><b>Late submission of the assessment will result in a late penalty mark.</b> Penalties for late submission: Up to one week late, maximum mark of 40%. 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.                                                                                                                                                                                                                                                                                              |                                                      |                                   |
| Module Learning Outcomes<br>(from module syllabus)                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                      |                                   |
| Upon the successful completion of this assessment, the student should be able to demonstrate the ability to:<br><br>Judge objectively the differences between mainstream and critical theories of management and develop critical and/or ethical assessments of concepts underpinning management theory. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                      |                                   |

# NexusTech Global Management System Evaluation and Reform Report

## **Executive summary**

This report analyses the management crisis of NexusTech Global, mainly focussing on high control culture, trust collapse and organisational rigidity. Study and apply mainstream management theories as well as critical management theories to analyze and evaluate the management crisis faced by NexusTech Global Company. The study found that the excessive application of scientific management thought and bureaucracy inhibited the innovative vitality of the organisation. This article suggests that by establishing an adaptive management framework and building a learning organisation, we can solve the problem of lack of employee trust and enhance organisational resilience.

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## **1.0 Introduction**

NexusTech Global is at a critical turning point in its development. As a leading AI analysis technology provider in the UK, the company has achieved significant market success in the healthcare and retail sectors, doubling its staff size within 18 months through rapid expansion. However, behind the rapid expansion often lurks an increasingly serious management crisis (George, 2025). Recent employee complaints and internal investigations show that the large influx of new employees has broken the original organisational balance, exposing the deep contradiction between the company's management system and the organisational culture. This report will combine the theory of conventional management and the theory of critical management, will systematically analyse the management problems reflected by various departments and present feasible comprehensive reform plans to improve organisational efficiency and ensure sustainable development.

In the fierce competition in the technology industry, talent is a key factor in the success or failure of an enterprise (Adeniran et al., 2024). If the current management problems are not solved in time, enterprises will not only lose important talents, but also their market competitiveness may be shaken. This report aims to diagnose existing problems and propose feasible solutions. These measures will help NexusTech Global rebuild employee trust, revitalise the organisation, and ensure sustainable development in a rapidly changing business environment. The road to reform is bound to be accompanied by challenges, but this is a key step that enterprises must take.

## **2.0 Main Findings**

### **2.1 Identification and Analysis of Core Issues**

Based on an in-depth research on the current situation of NexusTech Global, this report identifies that the company is currently facing a series of intertwined management problems. These problems not only affect the efficiency of daily operations, but also damage the organisational culture and employee experience.

During the rapid expansion of the past 18 months, middle managers have taken highly strict control measures to cope with the pressure of business growth. This kind of management method may be applicable in the traditional manufacturing industry, but it has a negative effect in science and technology enterprises with innovation and knowledge creation as the core.

According to the employee survey, the 38% drop in trust level is not accidental, but the result of a combination of many factors. The root cause of the trust crisis is the widening communication gap between senior and grassroots employees. Major strategic decisions are often made within a limited range and then issued in the form of instructions, lacking the necessary explanations and explanations. Suggestions or problem feedback made by employees through formal channels often fail to get an effective response.

There is a significant gap between the values claimed by the company and the actual management behaviour. NexusTech Global strongly advocates the culture of "agile design" on its official website and internal documents, but the actual situation is the opposite. The so-called agile team is involved in a multi-layer approval process, and a simple technical scheme adjustment may need to be approved at five levels. Cross-departmental collaboration is only at the nominal level, and all departments are like islands and lack effective information sharing mechanisms.

In addition, despite the detailed diversification policy formulated by headquarters, the implementation of the region varied significantly, and some offices even completely ignored the relevant policies. Employees began to question the authenticity of the company's values, thinking that these were just propaganda slogans.

The above problems are intertwined, forming a vicious circle and beginning to affect the company's market competitiveness. Customers complain that product updates are slowing down and innovative functions are reduced, which is contrary to the company's goal of rapid expansion. If effective measures are not taken in time, NexusTech Global may fall into a deeper organisational crisis and lose its original dominant position in the fierce market competition.

## **2.2 Excessive Application of Scientific Management Theory and Its Negative Effects**

High control, performance-oriented management model followed by middle management teams has been highly influenced by Taylor's scientific management theory (Taylor, 1911) Taylor's scientific management theory pays attention to making efficiency higher by using time-motion studies and standardization of task. But when this theory is blindly applied to technology companies that need creativity and freedom, it often leads to negative outcomes (Glaser et al., 2024). This kind of management views employees as merely standard components on an assembly line, excessively emphasizing efficiency improvement and task division. And even more, managers over-refine the work process, and make something difficult into a list of boring tasks.

This might make some quantitative indicators better for a temporary time, but it will seriously hurt the creativity and joy at work of creative knowledge workers. The tech companies most valuable asset is its innovation, and innovation requires the freedom to think freely and to try freely(Ahern, 2025). The current management model exactly erases these elements, so the output turns out to be very low in terms of outstanding talents. Braverman (1988) also points out in "Labor and Monopoly Capital" that scientific management deprives workers of their skills and autonomy, reducing them to appendages of machines. NexusTech employees' professional judgment is disregarded, the capacity for innovation is squelched, and confidence plummets by 38%.

## **2.3 Intrinsic Contradiction between the Bureaucratic System and Agile Philosophy**

Weber's (1922) bureaucratic theory describes an organizational form based on rules, hierarchy, and impersonality (Hashimov, 2025). The "agile design" values of NexusTech contrast sharply with the bureaucratic tendencies in actual operation. Although Weber's bureaucratic theory emphasizes the importance of rationalization and institutionalization, in the practice of NexusTech, it has evolved into a rigid approval process. A simple technical solution adjustment requires multiple layers of

approval, seriously slowing down the speed of responding to market changes. Employees expect a flat, fast-decision-making working environment, but what they actually face is a hierarchical, slow-decision-making traditional structure. The coordination function emphasized in Fayol's management function theory (Ikwuo et al., 2025) is completely ineffective here. There is a lack of effective communication between departments, forming information islands.

#### **2.4 Systemic Imbalance and Organizational Ecological Degradation**

According to system management theory, an enterprise is a dynamic system composed of people, materials, and the environment, and it needs to analyze the subsystems such as organizational structure, technical processes, and social psychology through systematic methods, emphasizing the balance between the organization and the external environment (Johnson et al., 1964). From the perspective of system theory, NexusTech currently faces an imbalance of the entire organizational ecosystem. Rapid expansion not only leads to an increase in the number of personnel but also results in an exponential growth in organizational complexity (Bort et al., 2025). However, the management system has not been upgraded accordingly. It is still using management methods that are suitable for small teams, which leads to poor system operation. In the face of this complex situation, if one merely attributes the problem to the insufficient ability of individual managers or the lack of dedication from employees, it will only lead to a superficial solution (Hope, 2025).

According to the power change theory proposed by Lawrence and Lorsch (1967), the organisational structure and management mode must match the degree of environmental uncertainty (Garavan and O'Brien, 2024). There is no universally applicable management model, and organisations need to adjust their management strategies according to changes in the internal and external environment. NexusTech Global is in an environment of rapid technological iteration and fierce competition, which essentially requires organisations to be highly flexible. However, the company currently adopts a unified and rigid management method, which exacerbates the instability of the already fragile organisational system. There is a significant

disconnection between the current management philosophy and the organizational environment. The core of the problem is not the lack of ability of individual managers, but the structural contradiction between the entire management system and the environmental demands. Most of the management methods relied upon by the management team are no longer suitable for the challenges faced by modern highly complex organizations.

### **2.5 Critical Analysis of Power Relations and Monitoring Mechanisms**

According to the power theory of Foucault, the management practice of the company now has a total surveillance system like a panopticon (Christensen, 2024) Performance-tracking,work-monitoring,frequent-updates-on-progress:management-tries-to-control-everything-about-employees. The watching isn't just physical, it goes into their mind too, making people feel like they're being watched all the time. This unfair power dynamic leads to discipline of people and internalized anxiety for them. They don't think about the true value of the work and the potential for novel ideas, they just use all of their energy to cope with all sorts of indicators. We're actually trading long-term competitiveness for short-term controllability. Postbureaucratic theory(Afonughe and Ochuko, 2025) trust foundation and networked cooperation can't coexist. Instead, there is mutual suspicion and self-protection.

### **2.6 Moral Dilemma of Inconsistent Policy Implementation in Diversification**

The company adopts diverse diversity policies in different parts of the country, this is not only a matter of consistent management, but there are deep ethical and value contradictions as well. some regions promote gender equality and cultural diversity, but others maintain tradition, homogeneous teams. This kind of double standards harms the morality of the corporation and causes the workers to doubt the sincerity of the managements. Superficial Diversity Policies may just be formal responses to external pressure and are not genuine attempts at fostering a welcoming work setting (Chotimah et al., 2025). And this hypocrisy has employees even less trusting of their management.

## **3.0 Conclusion**

The current management crisis that NexusTech Global is facing is due to many factors that work together and cause the company's management crisis such as growing pains and contradiction between management concepts and practices. the mechanization of scientific management application, the large scale of the bureaucratic system, the popularization of monitoring culture, and the deviation of the diversified policies have caused the collapse of organizational trust and low morale among employees. from the theoretical analysis point of view, a single management concept is not enough to deal with the various problems faced by tech enterprises. Mainstream management theorist give a framework to understand the organization structure and process but the lack of human nature and innovation is particularly prominent in the era of knowledge economy. Critical management theory exposes the negative impacts of power relations and control mechanisms and gives a new point of view on knowing the employee rejection and organisation dysfunction.

To solve such a problem, it is not enough for NexusTech to merely change its policies but to make management reforms. This reform has to think about both organization's efficiency and people's happiness at the same time, finding a middle ground between doing well and caring for folks. more importantly, the reforms have to be real and radical, and not just partial or shallow, or else we could get our trust back.

## **4.0 Recommendation**

### **4.1 Establish an Adaptive Management Framework**

It's required of the company to stop using the one-size-fits-all way of managing and start coming up with ways of managing suited to each of the different business units' qualities. The Medical AI team wants more independent R&D ability and long-term investment, but the Retail Analysis team should be able to react fast to market need. By forming a matrix organizational structure, teams of projects have the authority to make more decisions and the necessary coordination. This adaptive framework must come with a clear authorization system, flexible resource allocation mechanisms, and evaluation criteria determined by results instead of procedures. In terms of implementation, a systematic training for middle - level managers should be provided

to convert them to enablers. Cross-divisional innovation committee, regularly assess and change the methods to manage the enterprise so as to keep a dynamic and flexible business operation. And also there should be like some feedback loop type thing in which those on the frontline can have their voice impact the managers decisions too.

#### **4.2 Organizational Culture for Reshaping Trust Foundation**

The reconstruction of trust requires fundamental changes to our power and communication systems. It would be good to have an open decision-making process, meaning that significant decisions should be explained to everyone in terms of why they're being made and what kind of effects to expect. Set up a regular staff meeting system, where both executives and employees can ask questions and the CEO does not limit what the CEO can say. Make a secret feed back platform to let the people work there speak their mind without fear. Psychological security, implement a psychological program so that people who have different opinions and dare to admit their mistakes can be openly protected by us. Put "failure tolerance" into the company's values, encouraging reasonable risks and tries at newness. Gradually form a new kind of organizational relationship through these measures, which is based on mutual respect and common goals.

#### **4.3 Implementing Humanistic Performance Management System**

To fully change the existing performance evaluation system, change from the simple quantity indicator to a full evaluation system. The new evaluation framework should contain many aspects like the contribution of innovation, teamwork, knowledge sharing, and personal development. Abolish the system of forcing a rating and focus instead on employee development, emphasizing the development of employee potential over the correction of errors. Introduce the 360 evaluation mechanism, let colleagues, subordinates, and clients be evaluated, which is also part of the profile. Form an innovation reward fund to give generous bonuses to groups who put forward improvement recommendations or finish new projects. Add work-life balance among management KPIs and make those managers responsible for overworking their teams too often.

#### **4.4 Establishing a Truly Multicultural and Inclusive Environment**

Set up global unified standards concerning diversity and inclusivity so that uniform policies can be carried out at every regional office. Set up the position of Chief Diversity Officer, who reports directly to the CEO and oversees and promotes associated work. Build a diversity indicator tracking system and give regular reports to each department and area about their progress on diversity. Do a full-spectrum diversity awareness training, gender and racial issues need to be considered, and we should also pay attention to age, education, thinking, etc. Establish employee resource groups so as to supply support network for employees from distinct backgrounds. Consider diversity when recruiting and promoting to make sure the team that makes decisions looks like the people who work there and the customers.

#### **4.5 Building a Learning Organization Ecosystem**

Establish an enterprise university, so as to give employees the chance for continuous studying and skill development. Let people switch around between departments so they can see it all as well as get some different skills. Set up innovation labs and give 20 percent of workers' time to side projects of personal interest. Create a knowledge management system for experience and best practice sharing. Regularly carry out technology exchange meetings and innovative competitions, creating a study and innovative atmosphere. Build partnerships with colleges and research labs, bringing in outside intellects. The organization stays open and forward thinking this way.

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