



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

School of Business

Visions for the Future :
Theoretical Perspectives on Management
SBPD7004

MODULE CODE: SBPD7004
TITLE: Visions for the Future – Theoretical Perspectives on Management

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LEVEL: 7
CREDITS: 30

TEACHING METHODS:	Lectures	10%
	Seminars	10%
	Directed Learning	80%

AIM(S)

- To reflect critically 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

By the end 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 the views of major academic and management theorists;
- critically apply management theory to current and emerging debates in management practice.

CONTENT

This module will develop an in-depth understanding of the development and relevance of theory and philosophical understanding to management practice. It will examine critically the different contexts, perspectives and paradigms from historical and current theories that contribute to understanding of and views about the challenges for 21st century management.

It will critically examine the management theory jungle to evaluate the different theories and their relevance to contemporary management issues. It places particular emphasis upon the impact of technological change, workforce changes, and the emergence of E-Commerce.

Intensive seminar and workshop sessions will seek to apply theoretical understanding to selected current 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.

Student-lead investigations will focus upon changes in strategic and operational management, upon technological impact and the emergence of E-Commerce, organisational structures, management decision-making, gender issues in management, comparison of public and private sector management.

DELIVERY MODEL (PROVISIONAL)

Week	Time	Activities
Introduction	4 hours	Introduction to the module; Explanation of module structure and objectives; Preliminary readings and workshop materials for following week; Use of Moodle online environment: Discussion Forums
Preparation	4 hours 4 hours	Seminar format / student-lead presentations + critical discussion of readings from Induction Week. (Module Leader (STS) in attendance as facilitator).
Intensive Sessions	6 hours per day, 4 days over 2 weeks.	Short lectures, followed by tutor lead seminars - questions and topics drawn from further reading and case studies (from preparation week).
Workshop Week 1	4 hours 2 hours 4 hours 2 hours	Student-lead seminars on assignment-related preparation Assignment “surgery” (One-to-one sessions) Student-lead seminars on assignment-related preparation Assignment “surgery” (One-to-one sessions)
Workshop Week 2	4 hours 2 hours 4 hours 2 hours	Student-lead seminars on assignment-related preparation Assignment “surgery” (One-to-one sessions) Student-lead seminars on assignment-related preparation Assignment “surgery” (One-to-one sessions)

Cumulative Contact hours: (4 + 8 + 24 + 12 + 12) = 60 hours.

LECTURE / SEMINAR / WORKSHOP PROGRAMME (PROVISIONAL)

Item	Topic / Activity
Lecture / Workshop	Historical introduction to management theory - key contributors and the philosophical underpinnings of their theories.
Readings / Seminar	Concepts and Definitions: scoping the application of theoretical perspectives. Two case studies of failures of management (in one public sector and one private sector context)
Lecture / Workshop	Management decision-making in operational contexts - tools and instruments for management of information resources — the impact of e-Commerce technologies in the context of SCM and MRP.
Readings / Seminar	Critical comparison of (pairs of) contemporary management theories - applied to student-selected business contexts. Focus is upon the contrasts between management approaches in public sector versus private sector organisations.
Lecture / Workshop	Gender and ethnicity issues in contemporary management practice - the social, ethical and legal environment.
Readings / Seminar	Organisational structure and management roles: the changes in organisational forms in modern business - and their implications for management and the workforce.
Lecture / Workshop	Managing people and technological change - linking technology, job-design and socio-technical systems thinking with current research in change management and organisational culture.
Readings / Seminar	A selection of case studies (for student-lead seminars) on successes and failures of change management in both public and private sector contexts.

The exact sequence of lecture / seminar topics is not fixed. It will be determined in the main by students' selections of questions / business contexts for their individual student-lead seminars

BIBLIOGRAPHY

Essential Reading

- Argyris, C. (2012) *Organisational Traps: Leadership, Culture, Organisational Design*. Oxford: OUP.
- Hamel, G. (2007) *The Future of Management*, Harvard: Harvard Business School Press.
- Jones, G. and George, J. (2011) *Contemporary Management*, 7th ed. Maidenhead: McGraw Hill.
- Maitland, A and Thompson, P. (2011) *Future Work: How Businesses Can Adapt and Thrive in the New World of Work*. Basingstoke: Palgrave Macmillan.
- Meister, A. and Willyerd (2010) *The 2020 Workplace: How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today*. London: HarperCollins.
- Morgans, D. 'Beyond Practice and Beyond Theory' in Smith, S. (2007) *Applying Theory to Policy and Practice*, Abingdon: Ashgate.
- Salaman, Graeme ed, (2001), *Decision-making for business: a Reader*, London, UK: Sage Publications Ltd, ISBN 0-7619-7410-5, 978-0-7619-7410-9
- Senge, P.M. (2006) *The Fifth Discipline*, 2nd ed. London: Random House Books.
- Sodhi, M.S. and Tang, C.S. (2012) *A Long View of Research and Practice in Operations Research and Management Science: The Past and the Future* (International Series in Operations Research & Management Science) London: Springer.
- Stacey, R. D. (2010) *Strategic Management and Organizational Dynamics: The Challenge of Complexity*, 6th ed. Harlow: FT/Prentice Hall.
- Williams, C.C. (2007) *Re-Thinking the Future of Work: Directions and Visions* (Management, Work and Organisations) Basingstoke: Palgrave Macmillan.
- Wren, D.A. and Bedeian J. (2009), *The Evolution of Management Thought*, London: John Wiley & Sons.

Recommended Texts

- Barnard, C. I. (1948) *Organization and Management: Selected Papers*, Oxford: Routledge.
- Barnard, C. I. (1968), *The Functions of the Executive*, (originally published in 1938), Harvard: Harvard University Press.
- Chen, S., (2005, 2nd edition), *Strategic Management of e-Business*, Chichester: John Wiley & Sons, ISBN 0-470-87073-7.
- Drucker, P.F. (2007) *Management Challenges for the 21st Century*, Oxford: Butterworth-Heinemann.
- Fayol, H. (1949), *General and Industrial Management*, London: Pitman Publishing.
- Glover, J. and Kirton, G. (2006) *Women, Employment and Organisations: Challenges for Management*, Oxford: Routledge.
- Handy, C. B. (2009) *Gods of Management: The Changing Work of Organisations*, London: Random House Books.
- Handy, C. B. (2002) *The Age of Unreason*, London: Random House Books.
- Handy, C. B. (1995) *The Empty Raincoat: Making Sense of the Future*, London: Random House Books.
- Hobsbawm, E. (1997) *On History*, New York: New Press.
- Hofstede, G. et al (2010) *Cultures and Organisations: Software for the Mind*, Maidenhead: McGraw Hill Professional.
- Horkheimer, M. (1982) *Critical Theory*, New York: Seabury Press.

Kuhn, T.S. (1970), *The Structure of Scientific Revolutions*, Chicago: The University of Chicago Press.

Lorsch, J. and Carter, J. (2003) *Back to the Drawing Board: Designing Corporate Boards for a Complex World*, Harvard: Harvard Business School Press.

Luthans, F. and Kreitner, R. (1985), *Organisational Behaviour Modification and Beyond*, Scott, Chicago: Foresman and Company.

Mayo, G.E. (1933), *The Human Problems of an Industrial Civilisation*, Basingstoke: The Macmillan Company.

Mintzberg, H. (2007) *Mintzberg on Management*, Cambridge: The Free Press.

Mullins, L. J. (1999) *Management and Organisational Behaviour*, FT/Prentice Hall.

Pettigrew, A. and Whipp, (1993) *Managing Change for Competitive Success*, Hoboken: Wiley-Blackwell.

Porter, M. E. (2008) *On Competition*, Harvard: Harvard Business School Press.

Smith, K. G. and Hitt, M. A. (2005) *Great Minds in Management: The Process of Theory Development*, Oxford: Oxford University Press.

Taylor, F.W. (1967), *The Principles of Scientific Management*, London: W.W. Norton & Company.

Vroom, V. H. (1994) *Work and Motivation*, London: Jossey Bass.

Weber, M. (1949) *The Methodology of the Social Sciences*, trans, and ed. Shils, E.A and Finch, H.A., New York: The Free Press.

Wittgenstein, L (1953) *Philosophical Investigations*, Oxford: Blackwell.

Journals

British Journal of Management

Harvard Business Review

International Journal of Employment Studies

Journal of International Business Studies

Journal of Labour Economics

Journal of Management Development

Journal of Organisational Behaviour

Management Science

Management Technology

Management Today

Strategic HR Review