

# Management matters

LSE's governing body approved the establishment of the Department of Management in June 2005 and it became a formal entity in August this year. The Department is federal in nature, bringing together four units within the School – Employment Relations and Organisational Behaviour (formerly Industrial Relations), Information Systems, Managerial Economics and Strategy (formerly the Interdisciplinary Institute of Management), and Operational Research. The Accounting Group will join the Department, subject to successful restructuring within the Accounting and Finance Department. These groups will, for the foreseeable future, continue to operate as distinct, fairly autonomous units. They will continue to run their own specialist degrees and to control their own finances. So why create a federated department? **Saul Estrin** explains.

**A**s an outsider looking in, you wouldn't necessarily realise that LSE has a broad 'management' strand. Management education and research at LSE is wider than was offered by the old Interdisciplinary Institute of Management and, indeed, the change in its name to the Managerial Economics and Strategy Group reflects this.

Our offering has been fragmented with courses taught across a number of departments. We also recognised that there are areas of study within management that would normally be offered by a Management Department or Business School that LSE does not encompass – marketing or entrepreneurship for example. Creating a federated department will allow the creation of new groups and will provide us with the ability to broaden our offering. We will, therefore, be able to present a coherent teaching and research profile, in line with comparator institutions in the UK and other research intensive universities around the globe. We will be able to develop consortium degrees – degrees that draw upon the expertise of two or more groups – in a coordinated way. In sum, there will be greater coherence in the overall strategy of management education.

We believe that there is an immense opportunity for us in creating a department in terms of research, organisation and academic environment. Furthermore, a large department will ease problems of recruitment and retention, and streamline teaching and administration.

Our aim is to be the premier Department of Management in Europe and one of the top departments in the world. What will make us different? Again, there are a number of answers to this question. The School has made a decision not to enter the MBA market. Our focus will be on pre-experience students and research-led teaching. Our approach will be deductive, rather than inductive – moving from general theories to practical application, in line with the School's intellectual ethos. We will not, therefore, be a typical Business or Management School.

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Our degrees will be different – they will draw upon offerings not just of Management, but of other disciplines around the School, giving our students the full 'LSE experience'. If you look at the TRIUM Global EMBA, what makes it different from other MBAs is the political economy slant to the programme which is offered by LSE academics and is widely recognised as making the degree unique.

Finally, as we expand, we hope to recruit some of the finest academics in management around the world, making the School a vibrant intellectual hothouse in the area of management education. That process has already begun. Alongside me in the new Department, my colleagues are an inspirational group.

Professor Leslie Willcocks joined the Information Systems Group in 2006 from Warwick Business School. He has an international reputation for his work on outsourcing, information systems, IT strategies, evaluation and management, and organisational change. He believes that 'joining one of the leading Information Systems programmes and groups in the world at a time of the formation of a new Department of Management were the two major attractions for my move to LSE'. He also notes that the 'London site is a wonderfully open house and a global environment'.

Professor Paul Willman joined the Industrial Relations Group in August this year as Professor of Management. He was formerly Ernest Batten Professor of Management Studies and director of Executive Education at the Oxford Saïd Business School. Prior to that he headed the Organisational Behaviour group at the London Business School and ran their Sloan Fellowship master's programme. His interests in industrial relations include collective bargaining, employee relations, unions and risk management. Paul will lead the development of the HR and Organisational Behaviour activities in the new Department. He was enticed to the School because the 'best brand name in the social sciences is going into management'.

Professor Luis Garicano from the University of Chicago (where he is a tenured full professor) will join



The New Academic Building – home to the Department of Management from autumn 2008

the Department in August 2007. This is another major appointment to the Department and the School faced stiff competition to secure him from, among others, London Business School and Columbia Business School. Professor Garicano is, with colleagues in Economics and the Managerial Economics and Strategy Group, already involved in the development of a new programme in Management and Economics.

Whilst the Department existed as a 'shadow' department from June 2005 to August 2006, it certainly wasn't dormant. It convened its first departmental meeting on 1 March 2006. At that meeting, a number of broad principles were agreed and working parties were established to ensure that the Department would function effectively. The Department held its first awayday at the end of June, when Joel Podolny, dean of Yale School of Management, gave a keynote address on 'Addressing the challenges of management education: the Yale experience'. LSE director Howard Davies joined us at the end of the day and gave resounding support to the Department. And from November 2006, the LSE division of the TRIUM alliance was re-housed and began running within the Department.

Our aims for the coming few years are to continue to appoint top quality academic researchers and

to offer a number of new programmes. We have already proposed a joint degree in Management and Economics and there are plans afoot to develop a generic two year MSc degree in Management. There is likely to be a new degree in Management and Organisations. Courses from the degree are being trialled this academic year in the hope that the degree can be launched formally in 2007-08. This will be an interdisciplinary degree which has been developed by academics from all five of the constituent groups. We expect to offer a number of other joint degrees. We will also devote much attention to developing a PhD programme with a significant taught component. As well as teaching, we hope to develop cross-disciplinary research and a major research centre for Department-wide research activities.

In 2008, the groups within the Department of Management will be co-located in the New Academic Building between Kingsway and Lincoln's Inn Fields. They are currently scattered around the LSE campus. I see our new location as a symbol of the future of management education at LSE. It will provide us with the infrastructure necessary to handle changing technologies and new approaches to management teaching and learning. The significance of being in a world class teaching and research environment cannot be underestimated.



As the School plans a period of steady and controlled expansion to 9,000 students, the Department of Management hopes that a substantial component of that expansion will be in the successful recruitment of students to new programmes the Department will offer. My plan is to leverage LSE's strengths without lowering academic or student quality. As a *Financial Times* journalist noted in September 2006: 'Many business schools in the UK and Europe will be watching LSE very closely.' ■



## Professor Saul Estrin

was appointed from the London Business School in August this year to lead the Management initiative as head of the Department. He is best known for his work on privatisation, competition and foreign direct investment. He was formerly Adecco Professor of Business and Society at the London Business School where he was also the research director of the Centre for New and Emerging Markets, which analyses private sector development and business opportunities in emerging markets, notably Brazil, China, India, Russia, and Central and Eastern Europe.