

FOUNDATIONS OF MANAGEMENT (MG133)

Course duration: 54 hours lecture and class time (Over three weeks)

LSE Teaching Department: Department of Management

Lead Faculty: Dr Katie Best and Dr Adeline Pelletier

Pre-requisites: None. Some knowledge of introductory economics, sociology, psychology and/or management is recommended

Course Description

This course provides a detailed introduction to key concepts relevant to the study and practice of managing organisations. As such, it is broad, covering topics as wide-ranging as organisational behaviour, strategy, globalisation, change management, ethics and decision making. It recognises that management theory has its roots in economics, sociology and psychology and as such encourages students to make links between these disciplines in order to improve their understanding.

Overall, the module will help students to develop a greater awareness of the types of management skills and knowledge which are increasingly sought in the workplace and will make use of lots of real-life examples and case studies to highlight the contemporary relevance of the materials.

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Teaching will be organised around daily lectures and classes – both of which will be very interactive. The course is ideally suited to those who wish to develop a detailed, critical understanding of contemporary management.

Overall, the module will help students to develop a greater awareness of the types of management skills and knowledge which are increasingly sought in the workplace.

Objectives:

1. To give students a detailed introduction to the field of management
2. To explore the cross-disciplinary foundations of management
3. To help students to see ways to make use of management theory in their own practice.

Course Structure:

The class will be taught through:

- 36 lecture hours (12 x 3 hour lectures) – lectures will take place in an interactive format
- 18 class hours (12 x 1.5 hour classes)

In addition to the above face-to-face contact time, students will be expected to prepare for lectures and classes by:

- Undertaking key readings
- Preparing mini case studies and pre-set questions to discuss in class

Two opportunities for formative assessment will also be offered, which are likely to take the form of:

- A one-page outline of proposed presentation topic to be handed back in the next class. Deadline of seminar class on Day 9 but can be handed in as early as the students would like to.
- An in-lecture mini-mock exam with feedback from the lecturers

Assessment:

The course will be assessed through:

In Class Presentation (25% of the final grade)

You will be required to give a presentation in a group of 3 – 5 (to be decided by the lecturer) of between 8 – 10 minutes, exploring one of the module topics in the context of a selected organisation or company.

Final Examination (75% of the final grade)

Students will be required to sit a 2 hour final examination (Day 15). The exam will consist of unseen questions focused on the practical application of management theory. Details of the final exam will also be distributed and discussed in class.

Learning Outcomes:

By the end of the course, students should be able to:

1. Explain the origins of management theory and practice
2. Evaluate the usefulness of key theories for understanding and shaping contemporary workplace management
3. Apply management knowledge and skills to organisational contexts

| Key days/dates | | |
|-----------------------|---|--|
| | <i>Lecture</i> | <i>Seminar Classes*</i> |
| Day 1 (Monday) | Lecture 1: An Introduction to Managing Organisations (KB) | Kick-off seminar |
| Day 2 (Tuesday) | Lecture 2: Taylorism, Motivation and Performance (KB) | What is management and why does it matter? |
| Day 3 (Wednesday) | Lecture 3: Human Resource Management and Labour Relations (KB) | Motivation |
| Day 4 (Thursday) | Lecture 4: Organisational Structures (AP) | Labour Relations |
| Day 5 (Friday) | Lecture 5: Introduction to Strategy (AP) | The Impact of Structure on Firm Performance |
| Day 6 (Monday) | Lecture 6: Industry Analysis vs. Resource Based View (AP) | Introduction to Strategy |
| Day 7 (Tuesday) | Lecture 7: International Business and the Multinational Firm (AP) | Strategic Performance |
| Day 8 (Wednesday) | Lecture 8: International Management – The Role of Culture (AP) | International Business and Management |
| Day 9 (Thursday) | Lecture 9: Business Ethics and Corporate Social Responsibility (KB) | Cultural Management <u>Formative Assessment:</u> deadline to hand in one-page presentation summary for feedback |
| Day 10 (Friday) | Lecture 10: Leadership (KB) | Ethical Dilemmas |

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| Day 11 (Monday) | Lecture 11: Innovation and Change (KB) | <u>Summative Assessment:</u> group presentations, applying a topic covered in the module to a company Leadership case study |
| Day 12 (Tuesday) | Lecture 12: Revision lecture (KB) | Remaining Presentations All change at Barclay's Revision |
| Day 13 (Wednesday) | Revision (no seminars/classes) | |
| Day 14 (Thursday) | Revision (no seminars/classes) | |
| Day 15 (Friday) | Summative (graded) Assessment: Examination | |

*The seminar covers content from the previous day's lecture. For example, Seminar 12 will cover content from Lecture 11. 4

Week One

Lecture 1: The Growth of the Firm and Rise of Management (KB)

This lecture will explore the historic rise of the firm and why they are so prevalent today. It will look at how, if we have firms, we seem to need managers. Then, we will consider what the role of a manager is and the key functions that a manager performs.

NB: The first few minutes of this lecture will outline the content and structure of the module, introducing the module, assessments, class structure, learning outcomes, etc.

Reading list:

- Mintzberg, H. (1990). The Manager's Job: Folklore and Fact. Harvard Business Review, March – April.
- Douma, S.W., and Schreuder, H. (2008). Economic Approaches to Organisations. London: Financial Times. Chapter 1 (particularly pages 1 – 11 although read further if you are interested in more detail on why firms form) 5

Lecture 2: Taylorism, Motivation and Performance (KB)

What is the best way to organise work to ensure motivation and performance? Is there one best way or is it all a bit more complicated than that? How what degree are people motivated by money?

This lecture will explore some of the ideas at the heart of management, regarding how we motivate people to give their best at work, and explores whether there's a one-size-fits-all strategy, or whether it all depends on circumstance. We'll look at a range of theories of motivation, the difference between extrinsic and intrinsic motivation, and how different types of motivations can interact and impact on performance. Whether and how to incentivise people, performance management systems and the role of organisational goals will also be considered.

Reading list:

- Huczynski, A., and Buchanan, D. (2014). Organizational Behaviour. Chapter 9: Motivation, pp. 285 – 319.
- Willman, P. (2014). Understanding Management. Theme B: The Agency Problem.

Lecture 3: Human Resource Management and Labour Relations (KB)

Most organisations have an HR department and care about human resource management. However, what is HRM, where does it come from, and what are the key theories and approaches?

The lecture will provide a framework for thinking systematically and strategically about aspects of managing human assets (people!) in an organisational context. Major approaches to HR strategy will be discussed, as will some forms of industrial and labour relationships, such as trade unions, collective bargaining, and how individuals can ensure that their voices are heard by their firm.

Reading list:

- Torrington, D., Hall, L., Taylor, S., and Atkinson, C. (2014). Human Resource Management. Chapter 1: The Nature of Human Resource Management, pp. 2 – 23.
- Cappelli, P. (2015). Why We Hate HR and What HR Can Do About It. Harvard Business Review, July – August.

Lecture 4: Organisational Structures (AP)

How can the internal organisation of a firm be designed to maximise corporate performance?

This lecture will examine in particular two questions related to the organisational structure of firms:

How should the firm be organised internally to coordinate and motivate employees, managers and other stakeholders? Which activities should be subcontracted and which should be carried out inside the firm? This lecture will be based on case studies to illustrate key theories of organisational structures.

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Reading list:

- Chandler (1990) Scale and Scope. “Chapter 2: Scale, Scope, and Organizational Capabilities”
- Stuckley, J. 1993 “When and When Not to Vertically Integrate”, Sloan Management Review, 1993.

Lecture 5: Introduction to Strategy (AP)

What is strategy and why does it matter? This lecture will focus on the origins of the strategic management discipline. We will consider what the term means, how firms ‘do’ strategy and why strategy is seen as so important in today’s organisation. The lecture will also start to look at some of the better-known theories and models of corporate strategy.

Reading list:

- Garth Saloner, Andrea Shepard, Joel Podolny (2005), Strategic Management. Chapter 2 “Business Strategy”
- “Creating Competitive Advantage”, Harvard Business School 9-792-074

Lecture 6: Industry vs. Resource Based View (AP)

What do we think about when we think about strategy? Often, we are concerned with models which help us to understand an organisation's status quo as well as explore strategic options.

This lecture looks at both elements through two major fields of strategic research and practice: industry analysis and internal, resource-based analysis. By exploring and critically comparing the dominant theories in the field, the lecture will help students to gain an insight into the opportunities and challenges that strategic models present to organisations.

Reading list:

- Garth Saloner, Andrea Shepard, Joel Podolny (2005), Strategic Management. Chapter 3 "Competitive Advantage".
- Porter, M.E. (2008). The Five Competitive Forces that Shape Strategy. Harvard Business Review, January: 78-93.

Lecture 7: International Business and the Multinational Firm (AP)

The diverse cohort on LSE summer school is testament to the way in which globalisation is shaping society.

This lecture introduces the topic of globalisation from a business perspective, focusing in particular on the role of the multinational firm in globalization over the last 50 years. We will also examine the strategies of multinationals in a globalized world.

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Reading list:

- Buckley, P. (2006) "Globalization and The multinational enterprise" in Campbell, A. and Faulkner, D. (eds) The Oxford Handbook of Strategy: A Strategy Overview and Competitive Strategy.
- Rugman. Alan, M. & Verneke, Alain., 2004, "A perspective on regional and global strategies of multinational enterprises", Journal of international business studies", 35, 3-18

Lecture 8: International Management – The Role of Culture (AP)

What does it take for an individual, or an organisation, to be a successful global citizen? What are the geographical, financial, legal/political and cultural obstacles and how can these be overcome?

This lecture examines management in an international context by examining how culture affects both human resource management and business strategy in multinational organisations. It also explores some tools which can be used to interpret and potentially resolve cultural issues in international management.

Reading list:

- Graham, J. (2009) Culture and Human Resources Management

- In Rugman (ed) The Oxford Handbook of International Business (2 ed.).
- Khanna, T. and Palepu, K. (2006) Emerging Giants: Building World-Class Companies in Developing Countries, Harvard Business Review. Oct 2006.

Lecture 9: Business Ethics and Corporate Social Responsibility (KB)

Is a business' only responsibility to make a profit for its shareholders, or should it consider a much wider range of responsibilities and stakeholders? We will consider this subject from a number of perspectives, including by examining 'Stakeholder Theory' – an influential perspective on the relationship between business and society.

Reading list:

- Fisher, C., and Lovell, A. (2013). Business Ethics and Values 4th edition, Chapter 1, p.3 – 40.
- Porter, M.E., and Kramer, M.R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility, Harvard Business Review, December.

Lecture 10: Leadership (KB)

Is there a difference between a good leader and a good manager? Are you born a leader or can you be made into one, or is it all dependent on context?

This lecture will look at key leadership theories to explore ways of thinking about and developing leadership, as well as differences between styles, the needs for different types of leadership in different situations, and some up to date ideas about what types of leadership the 21st century workforce tend to prefer.

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Reading list:

- Kotter, J. 1990. What leaders really do. Harvard Business Review, 68(3): 103-112.
- Yukl, G. A. 2012. Leadership in Organizations. (8th ed.). Harlow, Essex: Pearson Education Limited. Chapter 6, Traits and skills of leaders: 142-167.

Lecture 11: Innovation and Change (KB)

This lecture explores how organisations can, and do, undertake innovation and change, both planned and unplanned. It makes use of what students have learnt so far about strategy and leadership and applies them to the topics at hand. It considers the challenges of trying to instigate large scale organisational change and innovation and critically appraises a number of possible responses to these challenges.

Reading list:

- Kotter, J.P. (2007). Leading Change: Why Transformation Efforts Fail. Harvard Business Review, January.
- Furr, N., and Dyer, J.H. (2014). Leading Your Team Into the Unknown. Harvard Business Review, November.

Lecture 12: Revision Lecture (KB)

This lecture will provide a summary of the eleven previous lectures, drawing out common links and themes. It will also provide you with suggestions and guidance regarding exam preparation, and will go through a number of worked examples of mock questions.

Credit Transfer: If you are hoping to earn credit by taking this course, please ensure that you confirm it is eligible for credit transfer well in advance of the start date. Please discuss this directly with your home institution or Study Abroad Advisor.

As a guide, our LSE Summer School courses are typically eligible for three credits within the US system and 7.5 ECTS in Europe. Different institutions and countries can, and will, vary. You will receive a digital transcript and a printed certificate following your successful completion of the course in order to make arrangements for transfer of credit.

If you have any queries, please direct them to summer.school@lse.ac.uk