

Modern Management

Lecturer Name: Michael Grant

Moodle Code: MGT601

Course Code: MGT601

Allocation of Marks					
	Individual Reflection	Group Report	Group Podcast	Final Exam	Total
Percentage Contribution	10%	20%	20%	50%	100%
ECTS Value	5 Credits				

***Details of all aspects of assessments will be provided by your lecturer in-class.**

Module aims and objectives

The objective of this module is to introduce the students to the specific skills required to operate in a modern management arena. These skills are collaborative, diverse, team driven within a lean and CSR driven supply chain world. The emphasis is on the interpersonal skills that include an appreciation of the emotional intelligence required to assist a modern manager make astute decisions, solve problems, resolve conflict and work across cultures.

Learning Outcomes

<i>On successful completion of this module learners will be able to:</i>	
1.	Identify with and utilise their own management approach
2.	Appreciate what the <i>collaborative approach</i> to management consists of in reference to individuals and teams/groups
3.	Identify how the application of management skills impacts on business operations such as supply chain, personal selling and managing diverse international teams
4.	Recognise a range of interpersonal skills centred around <i>emotional intelligence</i> and their use
5.	Appreciation the value of cross-cultural management required and its importance in international modern management.

Module Content

Session 1	Introduction to the philosophy of a modern management approach. Introduce Project & Syllabus
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Session 2	Introducing Drucker’s Knowledge, workers and the collaborative approach required in Modern Management as well as managing a diverse, modern workforce.
Session 3	Exploring the enabling conditions of modern management approaches to team work and the skills required to build well-structured project teams and applying these skills with an appreciation for CSR.
Session 4	Applying these skills across supply chain management. Understanding the importance of information flow and the dangers of information corruption.
Session 5	Appreciating the role of Lean Management in Supply Chain with special emphasis on the uniformity of lean thinking to assist a common approach across SCM.
Session 6	Understanding the role of emotional intelligence to improve interpersonal skills and appreciate CSR and Ethical Behaviour.
Session 7	Bringing awareness to problem solving, decision making and conflict resolution. Appreciation of the dangers of human biases, escalation to commitment and the role of groupthink, hubris, and consensus management.
Session 8	Modern approaches to management presentations.
Sessions 9	Association a country’s history with the ability to appreciate and understand another culture. Outdoor class (Walking Tour)
Session 10	Cross cultural Management and the dangers of stereotyping that produces an incomplete story of any culture or people.

Module Teaching and Learning Strategy

This module is delivered (F/T) onsite in face-to-face mode.

Classes meet twice per week for 3 hours based on 2 x 1.5-hour sessions

Classes are a mixture of traditional lecture-style delivery, individual and group work, and interactive/contributory activities.

The classroom experience is supported by a) ISB Moodle a VLE that contains digital resources for self-directed and group learning and b) the opportunity to attend ISB extracurricular activities.

The teaching in this module is aimed at equipping learners with management techniques, focus is put on individual and group tasks aimed at “tangibilising” key elements of the teaching programme. These exercises will include quizzes, role-play, simulations, in-class projects and student responses to taught materials.

Management “games” and designing thinking exercises such as the Spaghetti Challenge are also included.

“The Beer Game”, a US syndicated training exercise is also used to show the supply chain in action and link it to management theory.

Formative Assessment in this module includes direct feedback and positive reinforcement from the lecturer and peers during in class project workshops and feedback on draft plans of written components of the project.

Reading Lists and Other Resources

Textbook / Journal Based Resources

Tiernan, S., Morley, M. and Foley, E., 2013. *Modern management: Theory and practice for students in Ireland*. Gill & Macmillan.

Drucker, P. 2017. *Managing oneself: The key to success*. Harvard Business Review Press.

Drucker, P. 2012. *The practice of management*. Routledge.

Goleman, D., 2017. *Leadership that gets results (Harvard business review classics)*. Harvard Business Press.

Comfort, J. and Franklin, P., 2014. *The mindful international manager: How to work effectively across cultures*. Kogan Page Publishers.

Staff, Q.P., 2010. *Guru guide. Six thought leaders who changed the quality world forever*, pp.14-21.

Cole, G.A. and Kelly, P., 2015. *Management theory and practice*. Boston: Cengage Learning.

Kehoe, M., 2013. *Make That Grade Organisational Behaviour*. Gill & Macmillan Ltd.

Linehan, Margaret. *Make that Grade: Management, 2nd ed*. Gill and Macmillan, 2007

Ansoff, H.I., Kiple, D., Lewis, A.O., Helm-Stevens, R. and Ansoff, R., 2018. *Implanting strategic management*. Springer.

Blanchard, D., 2021. *Supply chain management best practices*. John Wiley & Sons.

Hugos, M.H., 2018. *Essentials of supply chain management*. John Wiley & Sons.

Other Resources

Ted Talk Spaghetti challenge -

https://www.ted.com/talks/tom_wujec_build_a_tower_build_a_team?language=fi

Case Studies

Ryanair, Four Seasons Hotels, L'Oreal, Coca Cola, BMW, FedEx, Dabbawalla.