# Newcastle University Business School

**LBU1015 Management & Organisations**

**Essay for Semester 1, 2018/19 – to be submitted by 4pm Friday 11th January, 2019**

This essay counts as 25% of the overall assessment of this module.

Write an essay of approximately 2000 words on the following:

*Henri Fayol (1949) presented his analysis of the management function in 1916 and it has largely been superseded by the more descriptive approaches of what managers actually do, such as that favoured by Henry Mintzberg (1975). However, it could be argued that the image portrayed by Fayol is superior to that of Mintzberg, and the latter’s description is of rather ineffective management! Who do you think is right?*

When writing your essay, you may wish to consider the following:

* The different perspectives on management taken by Fayol and Mintzberg;
* The different approaches to the study of management taken by Fayol and Mintzberg;
* Issues of ‘effective’ management;
* Issues of ‘theory’ versus ‘practice’
* Supporting evidence for the different perspectives in theory and practice
* Your essay should be analytical and discursive, not simply a description and comparison of Fayol’s and Mintzberg’s work;
* Be wary of internet sources – anyone can put anything on the internet so it doesn’t mean it is right; such sources, especially student essays, often have serious flaws!

**Essays should be word-processed, draw upon established literature on the subject area, and be referenced appropriately**

You have to submit an electronic copy using Turnitin (plagiarism checking software) through the link on Blackboard by **4pm on Friday 11th January, 2019.** It will be marked within 20 working days and individual feedback will be provided through Blackboard no later than the 8th February 2019. General feedback on the assignment will also be provided through Blackboard.

**Assessment**

Essays will be assessed on the following basis:

* The argument you make and its coherence and validity;
* The appreciation you demonstrate of your understanding of different views and perspectives and the strengths and limitations of their arguments;
* The material presented to support your argument and evidence of understanding this material;
* The presentation of your essay, particularly in your writing and use of referencing.

For further details see the Assessment Rubric document in the Assignments Folder on Blackboard.

**Plagiarism**

Plagiarism (i.e. copying) is an offence that could result in no mark being awarded for the essay or even dismissal from the University. This includes all work which belongs to someone else, whether it is from a textbook, an article, the internet or one of your colleagues. Any material which is not your own must be referenced appropriately. Your essay will be checked for unaccepted use of internet sources by the plagiarism checker, Turnitin. At Newcastle University Business School we have adopted the **Harvard** referencing style – all submitted work must conform to this. For more details see the sources on blackboard.

**Reading**

The reading indicted in the lecture programme for semester 1 is relevant to this essay (see the Lecture Programme and Reading document on Blackboard), as well as the supplemental reading provided through Blackboard. In addition, you should do your own library search and read as widely as possible to help develop and support your argument.

The purpose of the essay is for you to draw from the material covered in the lectures and seminars to develop an argument to provide an answer to the question. More guidance will be provided through a PCap presentation which will be made available on Blackboard towards the end of the first term.

**Formative Feedback**

You will be given the opportunity to get formative (i.e. non-assessed) feedback on a **1000** word draft of the essay. This should be submitted by **Friday 16th November** 2018, via Turnitin. Formative feedback will be provided through this link and in a special seminar w/c 10th December

Please note that this formative feedback is less about the content of your essay but about how you construct your essay, how you set out your argument, your writing style and your approach to referencing. The actual essay you have to submit for the assessment should be in more depth with more discussion of the relevant perspectives.

**References**

Fayol H (1949), General and Industrial Management, London, Pitman

Mintzberg H (1975), The Manager’s Job: Folklore and Fact. *Harvard Business Review*, July-August 1975, pp 49-61