

EXECUTIVE SUMMARY FOR POTENTIAL PARTICIPATING MANAGERS

'MANAGERIAL WORK AND PRACTICE' MODULE 2014/15

WHAT IS THE PURPOSE OF THIS MODULE?

'Managerial Work and Practice' is an undergraduate module offered to students in their final year at Warwick Business School. Its aim is to examine the complexities and nuances of managerial work and practices in rich detail, based on academic insights and empirical studies, but also direct observation by students of managers in different industries. In particular, it is founded on the premise that the best way to prepare students for their careers is for them to observe work as it happens today, via shadowing of experienced managers over a shorter period. Through this, we hope they will be better informed, and therefore also better managers in the future.

WHAT WILL HAPPEN TO ME IF I TAKE PART?

Your participation will entail you being 'shadowed' by one or two final year undergraduate students over a course of 3-5 working days each. This would normally take place over a two to three-week period, and, in case of two students, would include students shadowing at the same time, or consecutively, as agreed. It would include observation of meetings, conversations, office work, and any other activities normally undertaken. To minimize disruptions, the student(s) would agree with you ahead of time a way of collaborating that suits your needs and addresses any concerns (e.g. not observing confidential meetings). The observations are scheduled to take place in February 2015. Your primary contact would be with the student(s) directly starting in early to mid-January, though we would be available at any time to answer any queries or concerns.

WHAT ABOUT CONFIDENTIALITY?

The observations undertaken are explicitly not intended to imply any element of judgment, and all information obtained or observed will be kept in strictest confidence. At the core of our approach lies very careful handling of any and all information, including safe storage and controlled access to materials. We will communicate the same conditions to the students. Both you and your organization will be anonymised in the reports students write for the

purposes of assessment, and the information will be used solely toward academic ends. The leaders of the module are university employees with extensive experience conducting such research at the highest levels, and subscribe to a strict professional code.

WHAT ARE THE BENEFITS OF TAKING PART?

Shadowing as a method allows not just learning for the student(s) doing the observation, but through reflections prompted by their presence, potentially valuable learning for the manager being shadowed as well. However, we recognise the value of this may be limited for short engagements like this one. As such, the two module leaders will be offering a half-day workshop on leadership and management in practice at WBS, based on a recently completed comprehensive study of chief executive work in complex settings, which participating managers will be invited to attend in spring of 2015. You will also be invited to the presentations of findings given by the students in early March. Finally, as alumni of the School, this is also an ideal opportunity to give back in a meaningful way, which would be greatly valued.

WHO IS ORGANISING THE MODULE?

The module is run by Professor Davide Nicolini and Dr. Maja Korica, who recently successfully completed a large-scale funded research project looking into daily working practices of seven chief executives in the English NHS. Conducted over the course of two years, with a minimum stay of five weeks with each CEO, the project currently stands as the most extensive scholarly engagement with executive work since Henry Mintzberg's *The Nature of Managerial Work*, published in 1973. First publications from this project are currently under consideration at both academic and practitioner-oriented outlets. Both are also experts on shadowing as a method.

FOR FURTHER INFORMATION, PLEASE CONTACT:

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