Module Descriptor

Title	Contemporary Management Challenges		
Session	2026/27	**Status**	
Code	BUSN11139	**SCQF Level**	11
Credit Points	20	**ECTS (European Credit Transfer Scheme)**	10
School	**Business and Creative Industries**		
Module Co-ordinator	Andrew Burnett		

Summary of Module

This module examines challenges and trends that confront organizations and managers carrying out transactions in the globalising and deglobalising business world. To this end, the module covers challenges faced from globalization and deglobalization, issues around ethics, leadership, sustainable development, organizational resilience, the impact on business of national culture and ethics, and challenges of being a corporate citizen. The module will look at current trends in business across the world and their influence on managers and organisations. The module will also address the accellerating influence of technology on contemporary organization practices.

The module is designed to lead learners towards reflection of the current and future challenges facing managers and how they might mitigate their impact. As such, the module challenges learners to develop an understanding of the key issues faced by managers and organizations. Learners would be expected to analyse internal and external organizational environments with a view to both identifying trends and developing approaches to mitigate or facilitate the impact of these trends as appropriate.

Learners will analyse a number of factors that challenge organizations and managers for example: (de)globalisation, competition, stakeholder demands and expectations, supply chain disruption, managing sustainability, evolving and dated business models, external PEST (Political, Economic, Social Technological) factors, international labour issues/trends, working across international boundaries, managing multinational teams, organisational resilience, business continuity management, business ethics, collaboration and psychological safety, amongst a range of new and cutting-edge management philosophy and thinking. While this list is not exhaustive, learners will have the opportunity to identify challenges and new trends as they emerge. Learners will examine challenges faced by organizations and identify trends that managers and organizations would respond to. Current challenges would include new working practices, news ways of conducting business, developing and retaining staff, managing resources, operational efficiency and effectiveness, managing change, project completion. Learners would be expected to research and analyse business challenges and trends with a view to presenting recommendations on how managers and organizations would respond to them. The module is flexible in that its content and subject areas will be expected to adapt as new trends and management challenges/issues emerge and the module will remain current due to the flexibility of the module team-teaching delivery mode that draws on a range of staff expertise.

Module Delivery Method	On-Campus[1] ☒	Hybrid[2] ☒	Online[3] ☐	Work -Based Learning[4] ☐
Campuses for Module Delivery	☐ Ayr ☐ Dumfries	☐ Lanarkshire ☐ London ☒ Paisley	☐ Online / Distance Learning ☒ Other (specify) TNE Partners	

Terms for Module Delivery	Term 1	☒	Term 2	☒	Term 3	☒
Long-thin Delivery over more than one Term	Term 1 – Term 2	☐	Term 2 – Term 3	☐	Term 3 – Term 1	☐

Learning Outcomes	
L1	Develop critical understanding of forces around globalisation and its impact on managers and organizations
L2	Comment critically on organizational issues concerning leadership, sustainability, corporate social responsibility; ethics, competitiveness and resilience.
L3	Critically evaluate key emerging management challenges concerning collaboration innovation and productivity, and environmental trends facing managers and organisations in the contemporary period
L4	Critically reflect on options available for managers to deal with challenges faced by their organisations.
L5	

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	**During completion of this module, there will be an opportunity to achieve core skills in:**
Knowledge and Understanding (K and U)	**SCQF 11** A broad and integrated knowledge of the main challenges and trends impacting on organisations and managers A critical understanding of the theories, principles and drivers of external and internal organisational change. The complexity and ambiguity of other factors which impinge on businesses and business functions including structure, culture, stakeholders, ethics and globalisation Extensive and critical knowledge of management and oarganisational responses to the challenges and trends impacting on organisations.

[1] Where contact hours are synchronous/ live and take place fully on campus. Campus-based learning is focused on providing an interactive learning experience supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus contact hours will be clearly articulated to students.

[2] The module includes a combination of synchronous/ live on-campus and online learning events. These will be supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus and online contact hours will be clearly articulated to students.

[3] Where all learning is solely delivered by web-based or internet-based technologies and the participants can engage in all learning activities through these means. All required contact hours will be clearly articulated to students.

[4] Learning activities where the main location for the learning experience is in the workplace. All required contact hours, whether online or on campus, will be clearly articulated to students

Practice: Applied Knowledge and Understanding	**SCQF 11** Using a range of skills and techniques as appropriate to the discipline Applying a range of techniques of enquiry and research Planning and executing the analysis and presentation of the finding
Generic Cognitive skills	**SCQF 11** Applying critical analysis and evaluation to some issues in management Identifying, abstracting, responding creatively to theoretical and practical issues in organisational challenges and environmental trends Critically reviewing and extending knowledge; and making informed judgements when information is inconsistent or incomplete
Communication, ICT and Numeracy Skills	**SCQF 11** Communicating effectively to a range of audiences, including peers and tutors Using a wide range of software packages to support and enhance learning Critically evaluating a wide range of numerical and graphical data as appropriate
Autonomy, Accountability and Working with Others	**SCQF 11** Exercising substantial autonomy and initiative in studies Taking responsibility for own work and the work of others in group work. Dealing effectively with complex ethical issues facing organisations

Prerequisites	**Module Code**	**Module Title**
	Other	
Co-requisites	**Module Code**	**Module Title**

Learning and Teaching	
In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours. This module is designed to be hands-on and interactive, delivered through a series of collaborative workshops. These workshops will empower learners to research, question, debate, plan, and evaluate effective contemporary management challenges. The workshops will include formative feedback on ideas and applications, which will be crucial for learning. Learners will be encouraged to reflect on, improve, and refine their ideas as the module progresses	
Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture / Core Content Delivery	15
Tutorial / Synchronous Support Activity	20
Independent Study	155
Asynchronous Class Activity	10
Please select	
Please select	

TOTAL	200

Indicative Resources
The following materials form essential underpinning for the module content and ultimately for the learning outcomes: Peng, M. and Meyer, K. (2023) International Business, 4th Ed; Andover, Hampshire: Cengage Learning EMEA Breen, K. and Deranty, J. P. (eds)(2021) The Politics and Ethics of Contemporary Work. Whither Work? Milton Park: Routledge. Learners will have access to UWS library facilities so that core texts will be supplemented by case studies, academic journal articles and bespoke on-line resources
(N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements
In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time. **For the purposes of this module, academic engagement equates to the following:** In line with the Academic Engagement Procedure, learners are defined as academically engaged if they are regularly engaged with timetabled teaching sessions, course-related learning resources including those in the library and on the relevant learning platform, and complete assessments and submit these on time. Please refer to the Academic Engagement Procedure at the following link: Academic engagement procedure

Equality and Diversity
The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code. This module is appropriate for all learners irrespective of ethnic status, disability, age, gender, religious and sexual orientation. The University provides facilities and resources for all learners through the Enabling Support Team. UWS Equality and Diversity Policy. (N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School) UWS Equality and Diversity Policy (N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School
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Supplemental Information

Divisional Programme Board	**Management, Organisations People**
Overall Assessment Results	☐ **Graded**
Module Eligible for Compensation	☒ **No** **If this module is eligible for compensation, there may be cases where compensation is not permitted due to**

	programme accreditation requirements. Please check the associated programme specification for details.
School Assessment Board	MOP
Moderator	
External Examiner	Claire Manning
Accreditation Details	
Module Appears in CPD catalogue	☐ **Yes** ☒ **No**
Changes / Version Number	

Assessment (also refer to Assessment Outcomes Grids below)
Assessment 1
Portfolio
Assessment 2
Individual Essay
Assessment 3
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Component 1							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
Portfolio	☒	☒	☒	☐	☐	80%	

Component 2							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
Individual Essay	☐	☐	☐	☒	☐	20%	

Component 3							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☐	☐	☐		
Combined total for all components						100%	hours

Change Control

What	When	Who