University of the West of Scotland
Module Descriptor

Session: 2024/25

Title of Module: Contemporary Management Challenges			
Code:	**SCQF Level: 11** (Scottish Credit and Qualifications Framework)	**Credit Points: 20**	**ECTS: 10** (European Credit Transfer Scheme)
School:	School of Business & Creative Industries		
Module Co-ordinator:	Tom Keegan		

Summary of Module

This module examines some of the challenges and trends that confront organisations and managers carrying out transactions in the global business world. To this end, the module covers the challenges faced from globalization, issues to do with sustainable development, organizational resilience, the impact on business of national culture and ethics, and the challenges of being a good corporate citizen. The module will look at the trends in business across the world and their influence on managers and organisations. The module will also address contemporary organization practices and the influence of technology. The module is designed to lead students towards reflection of the current and future challenges facing managers and how they might mitigate their impact.

- The module challenges students to develop an understanding of the issues faced by managers and organisations. Students would be expected to analyse the internal and external organisational environments with a view to identifying trends and developing approaches to mitigating the impact of these trends.

- Students will analyse a number of factors that challenge organisations and managers for example: 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, new management philosophy and thinking. The list is not exhaustive, and students will identify more challenges and new trends.

- Students will examine the internal challenges faced by organisations and identify trends that managers and organisations should respond to. Current challenges would include new working practices, news ways of conducting business, developing and retaining staff, managing with less resources, operational efficiency and effectiveness, managing change, project completion.

- Students would be expected to research and analyse business challenges, and trends with a view to presenting recommendations on how managers and organisations should respond to them.

- The module is flexible in that its content and subject areas will change as new trends and management challenges/issues emerge; the module will remain current due to the flexibility of the module delivery.

Module Delivery Method

Face-To-Face	Blended	Fully Online	HybridC	HybridO	Work-based Learning
		✓	✓	✓	

Face-To-Face
Term used to describe the traditional classroom environment where the students and the lecturer meet synchronously in the same room for the whole provision.
Blended
A mode of delivery of a module or a programme that involves online and face-to-face delivery of learning, teaching and assessment activities, student support and feedback. A programme may be considered "blended" if it includes a combination of face-to-face, online and blended modules. If an online programme has any compulsory face-to-face and campus elements it must be described as blended with clearly articulated delivery information to manage student expectations
Fully Online
Instruction that is solely delivered by web-based or internet-based technologies. This term is used to describe the previously used terms distance learning and e learning.
HybridC
Online with mandatory face-to-face learning on Campus
HybridO
Online with optional face-to-face learning on Campus
Work-based Learning
Learning activities where the main location for the learning experience is in the workplace.

Campus(es) for Module Delivery

The module will **normally** be offered on the following campuses / or by Distance/Online Learning: (Provided viable student numbers permit)

Paisley:	Ayr:	Dumfries:	Lanarkshire:	London:	Distance/Online Learning:	Other:
✓			✓	✓	✓	✓

Term(s) for Module Delivery

(Provided viable student numbers permit).

Term 1	✓	Term 2	✓	Term 3	✓

Learning Outcomes: (maximum of 5 statements)

On successful completion of this module the student will be able to:
L1. Develop a critical understanding of globalisation and its impact on managers and organisations, through the study of multinational companies and small and medium sized enterprises.
L2. Comment critically on organizational issues concerning sustainability, Corporate Social Responsibility; ethics, competitiveness and resilience.
L3. Critically evaluate the challenges and environmental trends facing managers and organisations
L4. Critically reflect on the options available for managers to deal with challenges faced by their organisations.

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 Level 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.
Practice: Applied Knowledge and Understanding	SCQF Level 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 findings
Generic Cognitive skills	SCQF Level 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 Level 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 Level 11. Exercising substantial autonomy and initiative in studies Taking responsibility for own work and the work of others in group work Dealing with complex ethical issues facing organisations
Pre-requisites:	Before undertaking this module, the student should have undertaken the following:

	Module Code:	Module Title:
	Other:	
Co-requisites	Module Code:	Module Title:

* Indicates that module descriptor is not published.

Learning and Teaching	
This module is designed to be hands-on and interactive, delivered through a series of collaborative workshops. These workshops will empower students to research, question, debate, plan, and evaluate effective contemporary management challenges. The workshops will include formative feedback on their ideas and applications, which will be crucial for their learning. The students will be encouraged to reflect on, improve, and perfect 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** (Normally totalling 200 hours): (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture/Core Content Delivery	20
Tutorial/Synchronous Support Activity	10
Independent Study	160
Asynchronous Class Activity	10
	200 Hours Total

**Indicative Resources: (e.g., Core text, journals, internet access)
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
Thompson, J. L., Martin, F. and Scott, J. (2022) Strategic Management: Awareness and Change, 10th Ed; Andover, Hampshire: Cengage Learning EMEA
Crane, A., Matten, D., Glozer, S. and Spence, L (2019) Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 5th Ed; Oxford University Press.
Students 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)

Engagement Requirements 5

In line with the Academic Engagement Procedure, Students 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

Supplemental Information

Programme Board	Management, Organisations & People
Assessment Results (Pass/Fail)	No
Subject Panel	MOP
Moderator	Daniel Perry
External Examiner	TBC
Accreditation Details	
Changes/Version Number	1 None

Assessment: (also refer to Assessment Outcomes Grids below)

Individual or group portfolio assessment, 80%

Individual Reflection, 20%

(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 Handbook.)

Assessment Outcome Grids (Footnote A.)

Component 1

Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Weighting (%) of Assessment Element	Timetabled Contact Hours

Component 2

Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Weighting (%) of Assessment Element	Timetabled Contact Hours
Combined Total for All Components					100%	25 hours

Footnotes
A. Referred to within Assessment Section above
B. Identified in the Learning Outcome Section above

Note(s):

1. More than one assessment method can be used to assess individual learning outcomes.
2. Schools are responsible for determining student contact hours. Please refer to University Policy on contact hours (extract contained within section 10 of the Module Descriptor guidance note).
    This will normally be variable across Schools, dependent on Programmes &/or Professional requirements.

Equality and Diversity

This module is appropriate for all students irrespective of ethnic status, disability, age, gender, religious and sexual orientation. The University provides facilities and resources for all students 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)

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