



UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

London Campus

**Managing in Complex Environments:
Strategies, Insights and Solutions
LCDB7002**

MODULE CODE:	LCDB7002
TITLE:	Managing in Complex Environments: Strategies, Insights and Solutions
DATED:	13/06/2018
LEVEL:	7
CREDITS:	30
JACS CODE:	N210

AIM(S)

- To provoke an alertness and critical awareness of contemporary people management debates within organisations, in a global context.
- To inspire the student to identify and apply creative solutions to contemporary and complex management challenges that are inherent within all organisations.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically identify, analyse and assess the external environment and determine appropriate people management strategies aligned to ensuring organisation and stakeholder success;
- critically debate and put forward appropriate people management strategies that serve to remove indecision and create focus and purpose towards determining appropriate action throughout the organisation.

INDICATIVE CONTENT

This module adopts an applied perspective on contemporary management generally, and people management specifically. In particular, the module content will:

- empower the individual to focus on personal growth strategies that lead to: creative thinking, professional expertise within a specific management function, and a greater understanding of people management generally;
- focus on the importance of building sustainable partnerships with stakeholders, through the development of alternative working practices such as team working -supported by conducive organisational culture and appropriate developmental strategies;
- enable the student to actively respond to contemporary issues creatively and judiciously in a manner that is relevant to the ethical and social dimensions of practical management in the 21st Century ;
- interrogate and critically evaluate the changing nature of work and contemporary people management practices that serve to lead individuals and organisations to sustainable success.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	60	20%
Independent learning	240	80%
Placement learning	0	0%
TOTAL	300	100%

Assessment Component 1 - Coursework

Mode of assessment	Volume	Weighting
Report	7500 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCDB7002	
Module Title	Managing in Complex Environments	
Classification	Reading List entry	Electronic*
Essential	Farnham, D., (2010) <i>Human Resource Management in Context: Strategy, insights and solutions</i> , London: CIPD.	☐
Essential	Taylor, S., (2011) <i>Human Resource Management: Contemporary Trends and Future Agendas</i> , London: CIPD.	☐
Further	Beardwell, J. and Claydon, T., (2010) <i>Human Resource Management: A Contemporary Approach</i> , London: FT/Prentice Hall.	☒
Further	Burke, R. J. et al., (2004) <i>Leading in Turbulent Times: Managing in the Changing World of Work</i> , London: Blackwell.	☐
Further	Burke, R. J. and Cooper, G. L., (2006) <i>Inspiring Leaders</i> , London: Routledge.	☐
Further	Gulati, R., (2009) <i>Managing in a Downturn: Leading Business Thinkers on How to Grow when Markets Don't</i> , London: FT/Prentice Hall.	☒
Further	Redman, T. and Wilkinson, A., (2008) <i>Contemporary Human Resource Management: Texts and Cases</i> , London: FT/Prentice Hall.	☐
Further	Pettinger, R., (2004) <i>Contemporary Strategic Management</i> , Basingstoke: Palgrave MacMillan	☐
Further	Trompenaars, A., (2002) <i>Leaders for the 21st Century: How Innovative Leaders Manage in the Digital Age</i> , London: McGraw Hill.	☒

Further	Journals <i>British Journal of Management</i> <i>Coaching at Work</i> <i>Education and Training Journal</i> <i>Harvard Business Review</i> <i>HRM Review</i> <i>Human Resource Management Journal</i> <i>Industrial and Labour Relations Review</i> <i>International Journal of Employment Studies</i> <i>Journal of International Business Studies</i> <i>Journal of Labour Economics</i> <i>Journal of Management Development</i> <i>Journal of Organisational Behaviour</i> <i>Journal of Workplace Learning</i> <i>Management Science</i> <i>Management Technology</i> <i>Management Today</i> <i>Public Personnel Management</i> <i>Research and Practice in HRM</i> <i>Strategic HR Review</i> <i>The Academy of Management Journal</i> <i>The Academy of Management Review</i> <i>The Journal of Business</i> <i>The Journal of Human Resources</i> <i>The Journal of Industrial Economics</i> <i>Work Employment and Society</i> <i>Strategic Management Journal</i> <i>Harvard Business Review</i> <i>Journal of Organizational Behaviour</i> <i>Management Technology</i> <i>Managerial and Decision Economics</i> <i>MIS Quarterly</i> <i>Operations Research</i> <i>Organization Science</i> <i>The Review of Economics and Statistics</i>	
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As this module deals with contemporary issues - which are transitory and changing - the essential and recommended texts and outline of the sessions will evolve. The main texts presented here provide a background to contemporary applied management practice and are more illustrative than definitive. Each of the sessions then develops upon different contemporary themes making use of a full range of textbooks, journal articles, government and industry reports, periodicals and news and media reports.

The module actively encourages students to source their own relevant and contemporary academic and non-academic information concerning contemporary applied people management practice through the exploration of academic journals, industry and Professional sources.