



University of Wales
Trinity Saint David



UNIVERSITY OF WALES: TRINITY SAINT DAVID

Faculty of Business and Management

**SBPD7006 Managing in Complex Environments:
Strategies, Insights and Solutions
SBPD7006**

Module Leader: Dr Leo Ho

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SBPD7006 Managing in Complex Environments: Strategies, Insights and Solutions

MODULE INTRODUCTION / INFORMATION

The DBA requires candidates to carry out in-depth business case study as a part of the DBA studies and the results of such business and management research can form the basis of their subsequent thesis.

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 on concerning contemporary applied people management practice through the exploration of academic journals, industry and professional sources.

Module Aim

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

Learning Outcomes

By the end of this module the student should be able to:

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

CONTENT

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

- empower the individual to focus on personal growth strategies that leads 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 organizational culture and appropriate developmental strategies;
- enable students 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 organizations to sustainable success.

Course Agenda

Class #	Description of the modules
Day 1 & 2	Part I : Business Environment, and Leadership and Responsibility
Day 1	OVERVIEW – EVER FAST-CHANGING AND COMPLEX ENVIRONMENT – PEOPLE MANAGEMENT MANAGING SELF • Leadership • Self -Management • Ethics • Independent, Critical, Strategic Thinking
Day 1	MANAGING OTHERS AS INDIVIDUALS • Motivation • Coaching / Mentoring • Conflict Management
Day 2	MANAGING OTHERS COLLECTIVELY AS A TEAM • Teams / Groups • Communication / Meetings
Day 2	MANAGING MULTIPLE TEAMS AS AN ORGANISATION • Recruitment / Placement • Appraising • Training / Develop
Day 3 & 4	Part II: People Management – Complex Business Environment
Day 3	WORKING WITH DIFFERENT GENERATIONS • 4-generations working together • Management of Cultural Difference & Cultural elements
Day 3 and Day 4	WORKING EFFECTIVELY WITH SELF AND OTHERS Introduce & discuss 7 Habits (Steven Covey) Habit #1-#3 – Self Development - o Being proactive - o Planning for the Ultimate Goal - o Identifying important and urgent priorities Habit #4-#6 - Acquire interpersonal skills - effective collaboration - o Building high-trusted relationships - o Demonstrating empathic listening Habit # 7 - Fostering positive teamwork - o Looking for continuous improvements
Day 4	REACTIONS TO CHANGE • Change management for leaders • How leaders achieve business goals in changing environment • Emotional Matrix -3 stages of dealing with emotions • The Power of positive thinking • The psychology of persuasion: How to influence others?

BIBLIOGRAPHY

Essential

Briscoe, D.R., Schuler, R.S., & Claus, L. (2009). International Human Resource Management: Policies and Practices for Multinational Enterprises. (3rd ed.) London: Routledge.

Evans, P, Pucik, V., Bjorkman, I. (2016), The Global Challenge – International Human Resources Management, 2nd ed, McGraw-Hill International Edition.

Farnham, D., (2010) Human Resource Management in Context: Strategy, insights and solutions, London: CIPD.

Taylor, S., (2011) Human Resource Management: Contemporary Trends and Future Agendas, London: CIPD.

Recommended Texts

Beardwell, J. and Claydon, T., (2010) Human Resource Management: A Contingency Approach, London: FT/Prentice Hall.

Burke, R. J. and Cooper, G. L., (2006) Inspiring Leaders, London: Routledge.

Burke, R. J. et al., (2004) Leading in Turbulent Times: Managing in the Changing World of Work, London: Blackwell.

Covey S., (1989), 7th Habits of Highly Effective People, Simon & Schuster

Covey S., (2004), The 8th Habit - From Effectiveness to Greatness, Simon & Schuster

Carnegie D., (1998), How to Win Friends & Influence People, Pocket Book

Gulati, R., (2009) Managing in a Downturn: Leading Business Thinkers on How to Grow when Markets Don't, London: FT/Prentice Hall.

Hawkins, P. and Smith, N., (2007) Coaching, Mentoring and Organisational Consultancy: Supervision and Development, London: CIPD.

Jones, G. R. and George, J. M., (2010) Contemporary Management, McGraw Hill.

Owen, J., (2009) How to Lead: What you actually need to do to manage, lead and succeed, London: Prentice Hall.

Pettinger, R., (2004) Contemporary Strategic Management, Basingstoke: Palgrave MacMillan.

Redman, T. and Wilkinson, A., (2008) Contemporary Human Resource Management: Texts and Cases, London: FT/Prentice Hall.

Schroeder, G. et al., (2010) Operations Management: Contemporary Concepts and Cases, London: McGraw Hill.

Trompenaars, A., (2002) Leaders for the 21st Century: How Innovative Leaders Manage in the Digital Age, London: McGraw Hill.

Journals

British Journal of Management

Coaching at Work

Education and Training Journal Harvard Business Review

HRM Review

Human Resource Management

Journal Industrial and Labour Relations Review

International Journal of Employment Studies

Journal of International Business Studies

Journal of Labour Economics

Journal of Management Development

Journal of Organisational Behaviour

Journal of Workplace Learning Management Science

Management Technology

Management Today
Managerial and Decision Economics MIS Quarterly
Operations Research
Organization Science
Public Personnel Management
Research and Practice in HRM
Strategic HR Review
Strategic Management Journal
The Academy of Management Journal
The Academy of Management Review
The Journal of Business
The Journal of Human Resources
The Journal of Industrial Economics
The Review of Economics and Statistics
Work Employment and Society

ASSESSMENT

Coursework 100% (Business Management Report)

The business management report should base on a real-company case propose by student. The company selected should be a leading regional and/or global company of its industry which is facing significant management challenges to stay competitive in the fast changing and complex business environment. The proposed company should be approved by module lecturer.

Produce a business management report that details evidence-based research on a contemporary management issue, people management especially, related to challenges in managing in the complex business environments. The report must contain strategies, insights, solution and conclusions derived from the findings detailed within the report and culminate in fully justified recommendations and an implementation plan for recommended changes.

- The report should select one or two key management challenges issues identified in the case
- You must indicate in your report which issues you have selected.
- Your report should draw upon the theories, principles, tools and guidelines from the field of business management given in the lectures or in the previous activities and exercises.

Your Business Management Report should include at least the following:

- 1) Executive Summary
- 2) Background of the case
- 3) Report Objective – What is/are the key issue(s)? Justified why they are the most important?
- 4) Scope – Description of context and stakeholders
- 5) Approach - Literature review, management model(s), and information gathering
- 6) Key Analyses and Findings – in-depth analysis
- 7) Recommendation with short / mid / long term action plan (timeline) – resources and impacts
- 8) Stakeholders – expectation and how the recommendation meet the expectations
- 9) Conclusion

Formatting and Layout - Please note the following when completing your written assignment:

1. Writing: Report which are written in English at the appropriate level of the Framework for Higher Education Qualifications (see http://www.qaa.ac.uk/docs/qaa/quality-code/qualifications-frameworks.pdf?sfvrsn=170af781_14).

2. Focus: Focus only on the tasks set in the assignment.
3. Length: 7,000 – 8,000 words
4. Formatting: Typed on A4 paper in Times New Roman or Arial font 12 with a 2-centimetre space at each edge, 1.5 spaced and pages numbered.
5. Document format: In business report format
6. Ensure the assignment specification (Page 1) is attached to your assignment and a bibliography using Harvard referencing throughout is also provided.
7. Research: Research should use reliable and relevant sources of information e.g. academic books and journals that have been peer reviewed. The research should be extensive.

The use of a range of information sources is expected – academic books, peer reviewed journal articles, professional articles, press releases and newspaper articles, reliable statistics, company annual reports and other company information. All reports must be consistently referenced with a separate Harvard style bibliography. They will be submitted via Turnitin and checked for plagiarism.

ASSESSMENT CRITERIA

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria	Marks
1. Engagement with Literature Skills	15%
Critique of the case and literatures related to the case and people management	
2. Knowledge and Understanding Skills	25%
Understanding of the business challenges in related to people management	
3. Cognitive and Intellectual Skills	25%
Analysis of the case and related articles on people management Ability to analyse the root causes of the issue for further development of possible recommendations	
4. Practical Application Skills	25%
Analysis the strength and limitation of the different alternative suggestions Justify the recommendation	
5. Transferable Skills for Life and Professional Practice	10%
Independent critical strategic thinking skill; Analytic skill; Communication skill; Academic writing; Ability to write and business management report; Referencing	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late (50% Max)		
	Over 1 week late (0%)		

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