MN4100 – CONTEMPORARY ISSUES IN MANAGEMENT

MODULE TYPE/SEMESTER:  Senior Honours/Core (20 Credits)/Semester 2

PRE-REQUISITE(S):  MN2001 & MN2002 & Entry to Senior Honours

MODULE CO-ORDINATOR:  Professor Jan Bebbington

MODULE LECTURERS:  Professor Jan Bebbington, Mr Charles Lovatt, Professor Duncan MacLennan, Professor Bert Scholtens and Professor John Wilson

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AIM:
This module seeks to provide a structured context within which students can: (1) reflect back on their prior learning within their honours degree and synthesise insights that can be drawn from modules taken in the course of their degree studies; (2) gain an appreciation of the demands that contemporary and future issues will provide for them as managers in a variety of organisations; and (3) reflect upon their future professional pathways, especially with respect to what responsible enterprise entails.

METHOD OF TEACHING & LEARNING:
During week 1-7 (that is, up until the spring break) there will be 2 hours of lectures a week as well as (from week 2) seminars linked to the lecture material. After the spring break there will be lectures linked to the remaining assessments and students will also have time allocated to work in groups to prepare for the Integrated Case (II) assessment which will involve a group presentation in week 10.

Seminars: You will attend one seminar a week for weeks 2 – 7 inclusive.

LEARNING OUTCOMES:
By the end of the module, students should be able to:

- Articulate what responsible enterprise entails and what competencies are required to be a responsible manager;
Understand the nature and complexity of contemporary pressures and trends (from a variety of sources) and how these might impact upon organisations and their management;

Systematically outline the dynamics of socio-economic-ecological systems and their relevance for organisations using a multiple capitals framework;

Work as part of a team to diagnose challenges and potential solutions for an organisation and to present that information;

Reflect on prior learning and existing knowledge in order to be a reflective management practitioner.

### WEEK BY WEEK OUTLINE:

<table>
<thead>
<tr>
<th>Week</th>
<th>Lectures hour TBC</th>
<th>Lecture topic (note – timings of topics TBC)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>25th January</td>
<td>Module introduction; becoming a reflective practitioner, evaluating trends &amp; responsible enterprise (Jan Bebbington)</td>
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<tr>
<td>2</td>
<td>1st February</td>
<td>Marine fisheries and sources of normativity (Jan Bebbington)</td>
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<tr>
<td>3</td>
<td>8th February</td>
<td>Innovation (Charles Lovatt)</td>
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<td>4</td>
<td>15th February</td>
<td>Banking and the macro economy (John Wilson)</td>
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<td>5</td>
<td>22nd February</td>
<td>Cities and infrastructure (Duncan Maclennan)</td>
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<td>6</td>
<td>29th February</td>
<td>Carbon markets and climate change (Bert Scholtens)</td>
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<td>7</td>
<td>7th March</td>
<td>Panel discussion on responsible enterprise in a changing constitutional landscape (using BREXIT/Europe as a context to discuss broader themes)</td>
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<tr>
<td>8</td>
<td></td>
<td>Futures, utopias and dystopias (Jan Bebbington)</td>
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<tr>
<td>9</td>
<td></td>
<td>Reflective practitioner summary and module wrap up (Jan Bebbington)</td>
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<tr>
<td>10</td>
<td></td>
<td>Assessed presentations – time TBA</td>
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</table>

Workshops of one hour duration (to facilitate further learning) will also be held. Students will attend one workshop a week (from week 2 onwards). Workshop topics will follow and will be focused on the material delivered in the lecture the week before.

### ASSESSMENT:

There are three elements to the assessment: (i) a portfolio of three short pieces of writing (all will be marked and the best two marks from this work will make up 50% of your final grade); (ii) a group presentation, the Integrative Case II, worth 20% of your final grade; and (iii) a reflective essay worth 30% of your final grade. There is no exam for this module.
Portfolio of short pieces of writing (50% of final grade)
You already have experience of writing full academic essays and developing a deep and persuasive line of argument that is required to do this. This module builds on that skill by asking you to write shorter pieces of writing which will be used to assess your engagement with the module. The written work will take the form of either: (i) a briefing note for senior managers of an organisation; (ii) summary of a topic for a non-technical audience; or (iii) summary of issues/advice for a 3rd year management student. The depth of engagement with a topic will need to be the same as you have for a longer piece of work, but the extra challenge will be distilling that depth into these focused pieces. This type of writing will be a part of your future working lives – hence, our focus on that task here. Each piece of written work has a 500 word limit (the usual +/- 10% rule will apply to these). You can include a maximum of three sources/references for each piece of written work.

At the start of the semester you will have sight of all of the six topics and you need to sign up for three of these (on a first come first served basis – with a maximum of 70 students per topic). There will be a rolling programme of topic deadlines with topics following the lecture timetable. All three pieces of writing you produce will receive feedback and a grade – with the BEST TWO grades making up your grade for this piece of your assessment (25% of final grade for each of the two pieces of writing).

Topics will be advised in week 1.

The Integrative Case (II), group presentation (20% of final grade)
You may recall the Integrative Case assessment at the end of your first year in management – this is a similar assessment (suitably enhanced to take account of the additional years of learning that you have). The topic that you will address is as follows: for one of the following organisations, outline the key pressures and trends that are likely to influence the operating environment for the organisation over the next 15 years and identify two challenges that will arise for managers of these organisations in this context (this is not a PESTLE/SWOT type analysis – albeit that you may use these tools as a part of your preparation). A dedicated session on future thinking is included in the module ahead of this presentation.

Case organisations:
1. Scottish and Southern Energy;
2. Greater London Authority;
3. Easyjet;
4. Royal Bank of Scotland;
5. Marine Harvest.

You have a free choice of organisation to present on as well as the group you will work with. The process of matching students to organisations will start with individuals indicating which case organisation they would like to present on (you should do some research into the various options and pick one that interests you the most). Once the cohort for each organisation is determined, you will be invited to create groups of six students to undertake this assessment.
in. Where the match of group size and number signed up to an organisation doesn’t ‘work’ we will consult with those involved and create a solution.

Presentations will take place in Week 10. Each group will have 20 minutes to make their presentation, followed by up to 10 minutes of questions from the assessment team. Not everyone in the group needs to present, but all must be present at the presentation and be willing to answer questions. There will be both peer and self-assessment of contribution to the group presentation.

**Individual reflective essay (30% of final grade)**

The final element of the assessment is a 1,500 word individual reflective essay. The topic of this essay has not yet been set (it will be settled at the end of 2016). In preparing this outline (in July 2016) there was considerable uncertainty as to what might be happening in the UK (with respect to its relationship with Europe and the relationship between constituent parts of the UK) and the likely shape of political parties in the UK was not clear (either in terms of ideological balance or indeed if parties might split and reform). Likewise, a USA Presidential election was just getting underway with the outcomes of this likely to shape the political environment in that country and more broadly. All of these political forces affect the context in which organisations operate (both those in the private and the public sector) and the market and societal conditions which they shape/are subject to. For this reflective essay to be ‘contemporary’, therefore, the choice of what to set for this capstone assessment will be determined closer to the time.