Module Specification

Navigating Organisational Complexity

Version: 2026-27, v2.0, Approved

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Part 1: Information

Module title: Navigating Organisational Complexity

Module code: UMCTDJ-30-M

Level: Level 7

For implementation from: 2026-27

UWE credit rating: 30

ECTS credit rating: 15

College: College of Business and Law

School: CBL Bristol Business School

Partner institutions: None

Field: Business and Management Cross-Disciplinary

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Building on the first compulsory module, this module will introduce students to the the complex challenges of organisational decision making in large, global organisations. It will also introduce students to a range of different types of organisations, identifying the implications of different organisational purposes and configurations for the decision-making criteria, processes and pressures.

Features: Group work is a feature of this module. Students will complete part of the assessment as part of a small team, experiencing the rewards and challenges of collective working.

Educational aims: The aims of this module are to:

Illustrate how business decisions are made in delivering value to the various stakeholders of large, complex organisations.

Explain how formal and informal structures, functions and informal networks contribute to organisational decision-making

Support students in developing the ability to make strategic decisions involving all business functions in a variety of organisational types.

Outline syllabus: The syllabus will give students an overview of business organisations, showing how the different business functions work together in making decisions to create value for different stakeholders. Indicative content includes:

The international management environment
The strategic decision-making process
Alternative perspectives on strategy
Leadership and change management
Managing stakeholder relationships
Business and society

Part 3: Teaching and learning methods

Teaching and learning methods: The teaching and learning strategy is based on enquiry-based learning (EBL), which is an umbrella term for learning that arises through a structured and supported process of enquiry and is designed to foster deep learning and learner independence through active (and usually collaborative) engagement with relevant and meaningful problems and issues. EBL is based on the premise that learning becomes more effective when students are actively involved in

the learning process.

Learning sessions will be based on case studies, providing students with realistic business scenarios and challenging them to make decisions relating to the full range of business functions.

Students learn in 3 steps: Prepare, Participate, and Practise. First, ahead of the classes, students prepare by studying the provided and suggested materials to acquire background knowledge. Second, students actively participate in class via group debates, completion of tasks and interactive sessions, becoming co-creators of their own learning journey. Third, students practise by applying what they have learnt to real-world problems.

The inclusion of groupwork will provide students with experience of teamworking, managing roles, relationships and differing perspectives in the achievement of a specific task. Groupwork will be supported by learning sessions on the principles and techniques of team working, as well as a regulatory framework that will encourage active participation on the part of all members.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Demonstrate a critical understanding of how complex decisions are made in organisations and how its context and different stakeholders and functions impact on these decisions.

MO2 Demonstrate macro-level relational skills relevant to business and management practice.

MO3 Critically apply core theories and current business thought leadership to complex and varied business and management situations, in different international contexts.

MO4 Show a critical appreciation of social and environmental values and the role of organisations as global citizens.

Hours to be allocated: 300

Contact hours:

Independent study/self-guided study = 252 hours

Staff-guided learning = 48 hours

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link https://uwe.rl.talis.com/index.html

Part 4: Assessment

Assessment strategy: 1500-word Individual reflection:

Students will submit an individual reflection on aspects of the group work, along with a critical evaluation of the group's decision-making effectiveness and the social, ethical and environmental implications of the group's decisions the team focused on during the module.

As with the group presentation, face to face sessions experienced will support the incremental development of this reflection, and provide students with opportunities for formative feedback.

30-minute Group presentation:

The group presentation will be based on a case study organisation, requiring students to conduct an audit and develop strategic recommendations involving the various business functions.

The presentation brief will provide a framework that helps students to develop their presentation progressively as the face to face learning sessions walk the students through the various decision areas and themes. These sessions will also provide students with the opportunity to gain formative feedback on their ideas and to monitor their progress towards completion of the summative assessment.

Students will be encouraged to take responsibility for the management of the team,

supported by learning activities and a regulatory framework that will empower them to manage the common issues arising from group work.

Resit assessment will match the first-sit and deliverable(s) will be scaled appropriately to group size and task complexity.

Assessment tasks:

Reflective Piece (First Sit)
Description: Individual reflection
Weighting: 50 %
Final assessment: No
Group work: No
Learning outcomes tested: MO1, MO4

Presentation (First Sit)
Description: Group presentation
Weighting: 50 %
Final assessment: Yes
Group work: Yes
Learning outcomes tested: MO2, MO3

Reflective Piece (Resit)
Description: 1500-word reflection
Weighting: 50 %
Final assessment: No
Group work: No
Learning outcomes tested: MO1, MO4

Presentation (Resit)
Description:
Weighting: 50 %
Final assessment: Yes

Group work: Yes

Learning outcomes tested: MO2, MO3

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Management [Frenchay] MSc 2026-27

Business and Supply Chain Management [Frenchay] MSc 2026-27

Business and Human Resource Management [Frenchay] MSc 2026-27

Business and Digital Transformation [Frenchay] MSc 2026-27

Business Management and Data Analytics [Frenchay] MSc 2026-27

Marketing Management [Frenchay] MSc 2026-27

Business and Events Management [Frenchay] MSc 2026-27

Digital Marketing [Frenchay] MSc 2026-27

Marketing and Marketing Communications [Frenchay] MSc 2026-27

International Business Management [Frenchay] MSc 2026-27

Business Management [Frenchay] MSc 2026-27

Business Management [Frenchay] MSc 2026-27

Business and Supply Chain Management [Frenchay] MSc 2026-27

Business and Digital Transformation [Frenchay] MSc 2026-27

Business and Human Resource Management [Frenchay] MSc 2026-27

Business Management and Data Analytics [Frenchay] MSc 2026-27

Marketing Management [Frenchay] MSc 2026-27

Digital Marketing [Frenchay] MSc 2026-27

Marketing and Marketing Communications [Frenchay] MSc 2026-27

Business and Events Management [Frenchay] MSc 2026-27

International Business Management [Frenchay] MSc 2026-27

Business and Digital Transformation [UEL] MSc 2026-27