ES981-10 Organisations, People and Performance

20/21

Department
    WMG
Level
    Taught Postgraduate Level
Module leader
    Tejal Fatania
Credit value
    10
Module duration
    1 week
Assessment
    Multiple
Study location
    University of Warwick main campus, Coventry

Description

Introductory description

Organisations achieve their objectives through people. The strategic and operational management of people is a crucial concern therefore for any organisation and its leaders and managers who are keen to succeed as more complex business models and organisation structures emerge. Understanding how to gain the motivation and commitment of an organisations most important resource is crucial for modern leaders and managers as they shape and reshape organisations to meet business need. Technical and analytical expertise are no longer enough and this module reinforces the message that people management is a strategic issue. The module equips candidates with knowledge and appreciation of a broad range of core concepts, theories and models. It also equips them with a range of practical skills including problem solving, critical thinking, team working and presentation.

Module aims

This module is intended to provide a knowledge and understanding of the importance of strategic management of the people resource in organisations and how this relates to the wider organisational context and business strategy. It is based on the premise that people are the key and most important resource in the organisation and translate other resources into added value. It

explores all elements of successful and effective people management practice.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Understanding Yourself and Others: Personality, Perception and Emotions; Motivation at work; Stress and Well-being; Team-working

Understanding the Organisation: Organisation Design and Structure; Organisational Culture; Global Culture; Power and Politics; Organisational Conflict

Strategy, Leadership and Management: Context and Business Strategy; Human Resource Management Strategy; Leadership; Decision Making; Execution and Change Management

Achieving High Performance through People: High Performance Work Systems; Workforce Planning; Employee Branding; Resourcing; Talent Development; Performance Management; Reward; Talent Development; Employee Engagement; Retention; Diversity and Inclusion; Ethics at work

Learning outcomes

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

- 1. Apply the principles of Strategic Human Resource Management contingently within a business context and critically evaluate a range of Human Resource (HR) strategic approaches;
- 2. Utilise principles and philosophies that underline an integrated and holistic approach to people management practice as it relates to the achievement of effective performance at both organisational and individual level;
- 3. Understand organisational culture and structure and analyse and evaluate its importance in determining employee behaviour;
- 4. Compare, contrast, and apply organisational behaviour and psychological theories that underpin the practice of people management
- 5. Recognise the importance of their future contribution and role as leaders as they manage themselves and others to reach their full potential.

Indicative reading list

Buchanan, D. and Huczynski, A. (2017). Organizational Behaviour. London: Pearson Publishing.

Clegg, S., Schweitzer, J., Whittle, A. and Pitelis, C. (2017). Strategy: Theory and Practice. London: Sage Publications.

Torrington, D., Hall L., Taylor S., and Atkinson C. (2017). Human Resource Management. London: Pearson Publishing.

Mullins, L. (2016). Management and Organisational Behaviour. London: Pearson Publishing.

International

- Intercultural Skills
- Language Skills

Subject specific skills

Case study research and analysis

Transferable skills

Teamworking, Problem Solving, Critical Analysis; Presentation; Written Communication; Verbal Communication

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Study

Study time

Type	Required
Lectures	20 sessions of 1 hour 30 minutes (30%)
Seminars	(0%)
Assessment	70 hours (70%)
Total	100 hours

Private study description

No private study requirements defined for this module.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A1

	Weighting	Study time
Assessed work as specified by department	100%	70 hours

	Weighting	**Study time**

There is a post-module assignment worth 85% of the overall mark, as well as an in-module assignment (IMA). The IMA consists of a group exercise and presentation which constitutes 15% of the overall module mark and 4.5 hours worth of the below assessment preparation and completion time, which takes place within the module week.

Assessment group R

	Weighting	**Study time**
Assessed work as specified by department	100%	
100% Assignment		

Feedback on assessment

Oral feedback (IMA)
Written Feedback (PMA)

Availability

Courses

This module is Core optional for:

- Year 1 of TESS-H1ZW Postgraduate Taught Programme and Project Management
- TESS-H7PT Postgraduate Taught Programme and Project Management (Hong Kong)
    - Year 1 of H7PT Programme and Project Management (Hong Kong)
    - Year 1 of H7PT Programme and Project Management (Hong Kong)

This module is Optional for:

- Year 1 of TESS-H6C3 Postgraduate Taught Cyber Security and Management
- Year 1 of TESS-H6C6 Postgraduate Taught Cyber Security and Management

This module is Core option list A for:

- Year 1 of TWMS-H7BF Postgraduate Supply Chain and Logistics Management (Hong Kong)
- Year 1 of TWMS-H7BG Postgraduate Supply Chain and Logistics Management (awarded jointly with Hong Kong Polytechnic University)
- Year 1 of TWMS-H1Y6 Postgraduate Taught Supply Chain and Logistics Management (Cyprus)
- Year 1 of TESS-H7PE Postgraduate Taught Supply Chain and Logistics Management (Overseas and Self-Financing)
- Year 1 of TWMS-H7A1 Postgraduate Taught Supply Chain and Logistics Management (Singapore)

- Year 1 of TESS-H7PN Postgraduate Taught Supply Chain and Logistics Management (Thailand)

This module is Core option list B for:

- Year 1 of TESS-H10Z Postgraduate Taught Management for Business Excellence
- Year 1 of TWMS-H7A5 Postgraduate Taught Programme and Project Management (China)
- Year 1 of TWMS-H7B4 Postgraduate Taught Programme and Project Management (Singapore)

This module is Core option list C for:

- Year 1 of TESS-H1PT Postgraduate Taught Engineering Business Management (Awarded Jointly with Hong Kong Polytechnic Uni)
- Year 1 of TESS-H7PX Postgraduate Taught Engineering Business Management (Cyprus)

This module is Option list A for:

- Year 1 of TESS-H1X6 Postgraduate Taught Programme and Project Management
- Year 1 of TESA-H7PD Postgraduate Taught Supply Chain and Logistics Management (Home Fees)

This module is Option list B for:

- Year 1 of TESS-H6C3 Postgraduate Taught Cyber Security and Management
- Year 1 of TESS-H1PU Postgraduate Taught International Technology Management
- Year 1 of TESS-H6C4 Postgraduate Taught International Technology Management (Hong Kong)
- Year 1 of TWMS-H1Y8 Postgraduate Taught Service Management and Design
- Year 1 of TWMS-H1Y9 Postgraduate Taught Service Management and Design (Hong Kong)

This module is Option list C for:

- Year 1 of TESS-H1P2 Postgraduate Award in Engineering Business Management
- Year 1 of TESS-H1X0 Postgraduate Award in Taught Engineering Business Management (Hong Kong)
- Year 1 of TWMA-H1NB Postgraduate International Trade, Strategy and Operations
- Year 1 of TWMS-H7BE Postgraduate Service Management and Design (Thailand)
- Year 1 of TESA-H1P7 Postgraduate Taught Engineering Business Management
- Year 1 of TESS-H1P1 Postgraduate Taught Engineering Business Management
- Year 1 of TESS-H1P3 Postgraduate Taught Engineering Business Management (Hong Kong) Warwick Award
- Year 1 of TESS-H1PS Postgraduate Taught Engineering Business Management (Singapore)
- Year 1 of TESS-H1PI Postgraduate Taught Engineering Business Management (Thailand)