

# WM912-15 People in Organisations

**20/21**

**Department**

WMG

**Level**

Taught Postgraduate Level

**Module leader**

Tejal Fatania

**Credit value**

15

**Module duration**

1 week

**Assessment**

Multiple

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

N/A

### 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.

It is a generic module and therefore is applicable across a range of courses. Relevance is achieved through case studies, relevant examples and reading material.

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.

Management of the employment relationship is fundamental to the achievement of a high performing organisation. Technical and analytical expertise is no longer enough and this module

reinforces the message that people management is a strategic issue and of relevance and concern for all levels of leadership in the business.

At a practical level it equips students with knowledge and appreciation of a broad range of core concepts, theories and models as a toolkit of understanding and analysis to aid them in facing the challenge and complexity of leadership in modern rapidly changing organisations. Module delivery is interactive and draws upon the participant's organisational experience as much as possible.

## **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.

Strategic Human Resource Management and theoretical models

Organisational behavioural theory on: motivation, personality, teams and groups and organisational structure and culture.

Exploration of the wider organisational context (organisational strategic intent and competitive business strategies, changing forms of organisations and wider themes of corporate responsibility and ethics) as it relates to contemporary people management

The employment relationship, engagement and employer branding as key themes in the creation of a High Performing Organisation

Human resource practices and their role within a Strategic Human Resource Management approach

Organisational change and transition as part of an SHRM approach to business effectiveness

Leadership theory and action both related to self and others

## **Learning outcomes**

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

- Recognise and define the key characteristics of a Strategic Human Resource Management approach and analyse and evaluate organisational approaches in a range of contexts.
- Evaluate , explore and define the contribution of strategic people management to organisational success.
- Apply a range of organisational and behavioural theories within a strategic organisational context and critically evaluate the contribution of these approaches to creating a High Performing Organisation
- Critically evaluate a range of leadership approaches including their own and its contribution to the creation and management of a positive employment relationship.

## **Indicative reading list**

Core Module Texts::

Boxall, P. and Purcell, J. (2016) 4th ed.

Strategy and Human Resource Management

Palgrave

ISBN 9- 781137- 407634

Buchanan, D. and Huczynski, A. (2017) Organizational Behaviour: An Introductory Text

Prentice Hall

ISBN 0-273-72859-8 Mullins, J. (2016) 11th ed Management and Organisational Behaviour

Prentice Hall ISBN 978-1-292-08848-8

Torrington, D., Hall, L., Taylor, S., and Atkinson, C. (2014) 9th ed. Human Resource Management

Pearson ISBN 978-0-273-78663-4

Additional Reading:

Kew, J. and Stredwick, J. (2008) 2nd ed. Business Environment: Managing in a Strategic Context

C.I.P.D ISBN 978-1-84398-204-3

Hamel, G. (2007) The Future of Management Harvard Business Press ISBN 1-4221-0250-5

Holbeche, L. (2004) Aligning Human Resources and Business Strategy Elsevier/Butterworth

Heinmann ISBN 0-7506-5362-0

Torrington, D., Hall, L., Taylor, S., and Atkinson, C. (2014) 9th ed. Human Resource Management

Pearson ISBN 978-0-273-78663-4

Pfeffer, J. and Sutton, R. (2006) Hard Facts Dangerous Half Truths and Total Nonsense Harvard

Business School Press ISBN 1-59139-862-2

Nicholas Ind (2001) Living the Brand Kogan Page ISBN 0-7494-3351-5

John Child (2005) Organization: Contemporary Principles and Practice Blackwell ISBN -14051-

1658-7 Chris Grey (2005) Studying Organisations Sage ISBN 978-1-4129-0191-8

J L Heskett, W Earl Sasser, Leonard A Schlesinger (1997) The Service Profit Chain Free Press

ISBN 0-684-83256-9 Jody Hoffer Gittel (2005) The Southwest Airlines Way McGraw Hill ISBN 0-

07-145827

Arnold J and Randall R et al (2010) 5th ed Work Psychology: Understanding Human Behaviour in

the Workplace Pearson/FT ISBN 978-0-273-71121-6

Sparrow P and Cooper C L (2003) The Employment Relationship: Key Challenges for HR

Butterworth Heinmann ISBN 0750649610

Holbeche L (2005) The High Performing Organisation Elsevier/Butterworth Heinmann

ISBN0750656204

Marchington M and Wilkinson A (2004) 3rd ed Human Resource Management at Work CIPD ISBN

1843980622 Thompson P and McHugh D (2002) 3rd ed Work Organisations: A Critical

Introduction Palgrave

Schein E H (1994) 3rd ed Organisational Psychology Prentice Hall

Brewster C., Sparrow P., Vernon G., and Houldsworth E. (2011) 3rd Ed. International Human

Resource Management McGraw-Hill Education

For other texts that are relevant to specific areas of Human Resource management practice or

areas of Organisational (behavioural) theory, please consult the module leader or module

contributors for help. The Moodle site also has many more resources available to the students.

## **Subject specific skills**

Case study analysis and critical identification and evaluation of people management or required interventions in an organisational setting.

## **Transferable skills**

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

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## Study

### Study time

Type	Required
Lectures	7 sessions of 1 hour 30 minutes (7%)
Seminars	(0%)
Practical classes	(0%)
Online learning (scheduled sessions)	6 sessions of 2 hours (8%)
Online learning (independent)	7 sessions of 3 hours (14%)
Other activity	4 hours (3%)
Private study	37 hours 30 minutes (25%)
Assessment	65 hours (43%)
Total	150 hours

### Private study description

37.5 hours self-study for post module work

### Other activity description

This is time allowed for one to one supervision and module debriefs post module

### Costs

No further costs have been identified for this module.

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## Assessment

You must pass all assessment components to pass the module.

### Assessment group A1

	Weighting	Study time	Eligible for self-certification
Critical evaluation of SHRM approach within organisation and of an HR issue relevant to personal practice.	100%	65 hours	Yes (extension)

**Weighting****Study time****Eligible for self-certification**

Students will be required to examine a relevant situation or practice within their company, undertake an analysis, apply theory and concepts from the background academic literature, compare best practice approaches to addressing issues and challenges, and make recommendations as to the applicability and likely efficacy of such approaches within the company context. This will constitute 100 % of total assessment.

**Assessment group R****Weighting Study time Eligible for self-certification**

Assessed work as specified by department	100%	Yes (extension)
100% Assignment		

**Feedback on assessment**

Immediate oral feedback will be provided after case studies / practical workshops, which will be focussed upon the learning targets of each session. Feedback will also be provided to any questions which arise from students within the lecture session.

Written feedback of approximately 500 words will be provided for the Post-Module Assignment within a four week period after the date of submission. This feedback will be focussed upon the strengths and weaknesses of the work with regard to the module learning objectives and the post-module assignment marking guidelines. Suggestions for improvement will also be provided.

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**Availability****Courses**

This module is Core optional for:

- MSc in Business Leadership

This module is Optional for:

- Year 1 of TESS-H1P1 Postgraduate Taught Engineering Business Management