

WM912-15 People in Organisations

24/25

Department

WMG

Level

Taught Postgraduate Level

Module leader

Tejal Fatania

Credit value

15

Module duration

1 week

Assessment

100% coursework

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 therefore a critical concern 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 engagement and motivation of an organisation's most important resource is crucial for modern leaders and managers as they shape and reshape organisations to meet business need. 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 and team working. It is a generic module and therefore is applicable across a range of courses. Relevance is achieved through case studies, relevant examples and reading materials.

Module aims

This module is intended to provide knowledge and understanding of the importance of the 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.

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 the contribution of people management practice to the achievement of individual and organisational performance.
- Evaluate organisational and behavioural theories within a strategic organisational context and critically evaluate the contribution of these approaches to creating organisational success.
- 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

Buchanan, D. and Huczynski, A. (2019) Organizational Behaviour. Harlow: Pearson

Mullins, J and Lees, G. (2023). Management and Organisational Behaviour. Harlow: Pearson

Torrington, D., Hall, L., Atkinson, C and Taylor, S.. (2020). Human Resource Management. Harlow: Pearson

Whittington, R., Angwin, D., Regner, P., Johnson, G. and Scholes, K. (2023). Exploring Strategy. Harlow: Pearson.

Subject specific skills

Case study analysis and critical identification and evaluation of people management or required

interventions in an organisational setting.

Transferable skills

Organisational awareness; Teamworking, Problem solving, Critical thinking; Communication.

Study

Study time

Type	Required
Lectures	30 sessions of 1 hour (20%)
Online learning (independent)	20 sessions of 1 hour (13%)
Private study	40 hours (27%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

Independent reading and exercises

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A2

	Weighting	Study time	Eligible for self-certification
Assessment component			
Critical evaluation of SHRM approach within organisation and of an HR issue relevant to personal practice.	100%	60 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.

Reassessment component is the same

Feedback on assessment

Written feedback will be provided for the Post-Module Assignment within a four week period after the date of submission.

Availability

There is currently no information about the courses for which this module is core or optional.