

WM9E7-15 Organisations, People and Performance

24/25

Department

WMG

Level

Taught Postgraduate Level

Module leader

Tejal Fatania

Credit value

15

Module duration

4 weeks

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. Technical and analytical expertise are no longer enough and this module reinforces people management as 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 knowledge and understanding of the importance of the strategic management of the people resource within 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 salient 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; 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:

- Critically evaluate and apply Strategic Human Resource Management approaches and principles contingently within a business context
- Utilise and critique the principles and philosophies that underline an integrated and holistic approach to people management practice in order to achieve individual and organisational performance
- Critically assess and apply organisational behaviour and psychological theories that underpin the practice of people management
- Recognise and critically assess their future contribution and role as leader as they manage themselves and others to reach their full potential

Indicative reading list

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

Clegg, S., Schweitzer, J., Whittle, A. and Pitelis, C. (2020). *Strategy: Theory and Practice*. London: Sage Publications.

Mullins, L. and Rees, G. (2023). *Management and Organisational Behaviour*. Harlow: Pearson Publishing.

Northouse, P. (2019). *Leadership: theory and practice*. London: Sage Publications

Robbins, S. and Coulter, M. (2021). *Management*. Harlow: Pearson Publishing.

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

Whittington, R., Regner, P., Angwin, D., Johnson, G. and Scholes, K. (2020). Exploring Strategy: Text and Cases. Harlow: Pearson Publishing.

International

- Intercultural Skills
- Language Skills

Subject specific skills

Case study research and analysis; Motivation; Emotional Intelligence; Leadership; Managing Change; Diversity and inclusion.

Transferable skills

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

Study

Study time

Type	Required
Seminars	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

Reading, exercises and reflection

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A1

Weighting**Study time**

Post Module Assignment (PMA)

100%

60 hours

Post-module assignment based on a case study organisation.

Feedback on assessment

Written Feedback

Availability

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