

WM9PK-15 Creating Business Excellence

24/25

Department

WMG

Level

Taught Postgraduate Level

Module leader

Paul Dobie

Credit value

15

Module duration

4 weeks

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

CBE will introduce students to the philosophy of Business Excellence. By doing so, they will embark on a journey of exploration and understanding of the fundamental concepts that underpin non-prescriptive approaches to achieving sustainable excellence in an organization. Excellence in a business context is a combination of internal excellence in how things are done (enablers) leading to outstanding business performance (results).

Excellence is recognised worldwide through awards such as the EFQM global award, the Baldrige Award and the Deming Award as well as multiple national awards that are based on these.

[Module web page](#)

Module aims

This module introduces students to fundamental concepts that can create and maintain business Excellence. It aims to build upon these during the module to give students a clear understanding of approaches that underpin non-prescriptive paths to deliver excellence that is sustainable in an manufacturing or service enterprise. The Module aims to give students a clear understanding of EFQM (Revised 2nd edition 2021) in particular (a framework they will build upon in subsequent

modules) . Practically, within CBE, It examines the EFQM model down to sub categories in Direction, Execution and Results and challenges students to really understand what these requirements are and how a "world class" company can deliver against these to achieve significant improvements (and potentially submit itself for a recognised global award)

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.

Introduction to managing business excellence.

Fundamental concepts of excellence related to organizations.

System of profound knowledge.

Key principles and practices of organizational improvement.

Measurement of results.

Benchmarking.

Comparison of various excellence models with the primary focus on EFQM

Self-assessment.

Learning outcomes

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

- Propose how an aspect of organizational performance could be improved and supported, justifying the approaches that you have proposed
- Analyse how the EFQM excellence model could guide the development of organizational performance.
- Critically assess how Deming's System of Profound Knowledge and his 14 Points for Management could support organizational development.
- Critically review alternative or complementary approaches and/or standards as a team and show how these may be used to deliver excellence in a business

Indicative reading list

See above list amended by new module owner. This removes 12 very old, dated publications and just retains older publications where they are seminal (e.g., Deming - out of the crisis).

[View reading list on Talis Aspire](#)

Subject specific skills

Understand how non-prescriptive management models help organizations to measure and improve their progress on the path to sustainable excellence, Understand the concepts that underpin sustainable excellence, Understand the relationships between enabling activities and organizational results, Understand the operational aspects of various excellence models.

Transferable skills

Communication, critical thinking, working with others, problem solving, information literacy, numeracy, digital literacy, ethical values, intercultural awareness, professionalism, organizational awareness

Study

Study time

Type	Required
Lectures	20 sessions of 1 hour (13%)
Seminars	10 sessions of 1 hour (7%)
Online learning (independent)	60 sessions of 1 hour (40%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time
Specific question assessing the knowledge of concepts and best practice in Creating business excellence	75%	45 hours
Set Assignment		
Team review of recognised approaches and/or standards that can be applied to support creation of business excellence	25%	15 hours

Students are allocated to groups in class and given a CBE topic to research which they present in class. The presentation is given by all the team in turn and therefore slides allocated to individuals each of which has appropriate notes. References are included in final slides. The

Weighting

Study time

content is provided to the assessor alongside a reflection by students on their own and colleagues contributions to the exercise and areas for improvement.

Feedback on assessment

Feedback via approved feedback form and script or presentation annotation on Tabula

Availability

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