



University of the
West of England

MODULE SPECIFICATION

Code: UMXD4J-20-3 **Title:** Managing into the Future **Version:** 1
Level: 3 **UWE credit rating:** 20 **ECTS credit rating:** 10
Module type: Standard
Owning Faculty: FBL **Field:** Non modular (Human Resource Management)

Faculty Committee approval: QMAC **Date:**

Approved for Delivery by: Management Development Partnership Limited

Valid from: September 2011 **Discontinued from:**

Contributes towards: BSc (Hons) Business Management

Pre-requisites: None

Co-requisites: None

Excluded combinations:

Aim of module

Over the past decade the pace and scope of change in the operating environment of organisations has been unprecedented. In many instances the failure of organisations to respond to this challenge was a direct result of a failure of leadership. The objective of this module is to examine how the function of management is increasingly to ensure effective leadership at every level in the organisation.

Learning outcomes:

On successful completion of this module students will be able to:

- Analyse the factors that determine the effective management of people in an organisational context. (assessment component A)
- Understand the importance and evaluate different approaches to planning and strategy in a constantly changing environment. (assessment component B)
- Understand and apply relevant theories, models and concepts to the organisation of operations. (assessment component B)
- Evaluate models of inter-cultural working and sustainability in the global economic environment. (assessment component B)

Syllabus outline:

- Managing and leading in modern-day organisations: power at different levels; changing attitudes through persuading and influencing – imperatives for success. Motivation and meaning – what makes people want to work? Communication: processes and practices in different social groups. Cultural, ethnic and gender influences on ways of communicating.

- The need for constant change: focusing on the importance of adaptability and resilience.
- Planning as a function of managers, strategy as a function of leaders. The human side of planning: decision making and critical thinking. Workplace essentials: creativity, innovation and the entrepreneurial 'mindset'.
- Organising for a complex world: systems and structures. Teams: leading a team and team working; cooperation and conflict; the influence of leadership on relationships. The impact of technology on working relationships – structures and interactive behaviour. Organisational controls; people, processes, quality and achieving objectives.
- Working across cultures: behaviours and traits in inter-cultural work. Globalisation: managing and leading effectively in a global economic environment. Sustainability: the growing importance and role of corporate social responsibility.

Teaching and learning methods:

The module is delivered over a twelve week period.

For students studying at specified colleges in the UK, lectures will be delivered by MDP's tutoring team and complemented by access to learning resources, namely:

- each college is required to hold copies of the main textbooks in the ratio of one copy per five students, and any subsidiary textbooks in the ratio of one copy per ten students.
- MDP's Virtual Learning Environment has links to a wide range of online resources
- Students can access all the leading journals in business and management through an agreement with the Queen Mary, University of London library. The library is situated on the Mile End Road and is within walking distance for the majority of students.

The module is also offered in Distance Learning mode and an online version module is supported through the resources provided by MDP on the Virtual Learning Environment, and without recourse to any face-to-face tuition. To enable students to receive a learning experience equivalent to the face to face students, two additional features are included in the distance learning programme.

- First, the course fee will include a one year subscription to 'Questia', an extensive online library. The subscription gives students full access to over 60,000 textbooks and more than 155,000 journal articles.
- Second, MDP's Virtual Learning Environment will be used to host fortnightly discussion forums based on key readings and set activities. The Module Leader will provide a summary at the end of each session and all interactions will be monitored by the Programme Manager.

Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through the relevant level of membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

The essential reading will be specified in the module handbook and on the Virtual Learning Environment at the start of the module. This is potentially subject to change at short notice and students should not purchase any text without the guidance of the module leader. Examples of the essential reading for this module may include:

- Buelens, M., Sinding, K., & Waldstrøm, C., (2011). *Organisational Behaviour*. Maidenhead, McGraw-Hill
- Burns, P. (2008). *Corporate Entrepreneurship* Basingstoke, Palgrave Macmillan.

Assessment Strategy

The module is assessed through a combination of coursework, a written assignment (maximum 2,000 words) submitted during the course of the module, **and** an end of module examination – an exam based on a pre-seen case study in which questions require students to apply concepts in practice and test students understanding and critical evaluation of organisation theory and theories of change management. Opportunities for formative feedback are built into module sessions.

Weighting between components A and B (standard modules only) A: 70% B: 30%

ATTEMPT 1

First Assessment Opportunity

Component A

Description of each element

1 Examination (3 hours) FINAL

Element weighting

100%

Component B

Description of each element

1 Written assignment (max 2,000 words)

Element weighting

100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element

1 Examination (3 hours)

Element weighting

100%

Component B

Description of each element

1 Written assignment (max 2,000 words)

Element weighting

100%

EXCEPTIONAL SECOND ATTEMPT (Retake): Attendance at taught classes is required.

Specification confirmed byDate
(Associate Dean/Programme Director)