Module Specification

Managing Agile Organisations

Version: 2023-24, v2.0, 23 May 2023

Contents

Part 1: Information

Module title: Managing Agile Organisations

Module code: UMPDUF-24-2

Level: Level 5

For implementation from: 2023-24

UWE credit rating: 24

ECTS credit rating: 12

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: Delter Telfort International Business Institute

Delivery locations: Not in use for Modules

Field: Human Resource Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: See Learning Outcomes

Outline syllabus: TOPIC ONE The Changing Nature of Organizations

When you complete this topic, you should be able to

- conduct an analysis of both internal and external environmental context ;

- present reasoned arguments in favour of adopting specific strategies

Lesson Content and Outcomes

1.Lesson 1 Changing Organizations and Impact on Management

Assess the changing nature of organizations and assess the impact this has on management practice

2.Lesson 2 Impact of Vision, Values, Culture and Structure

Analyse the impact of vision, values, culture and structure on both the organization and on management practice

3.Lesson 3 The Evolving Role of the Manager

Demonstrate how the role of a manager has evolved in light of the changing external environment in order to assess the contribution management makes

4.Lesson 4 Suitability of Management Practices

Compare and contrast a range of management approaches in order to assess their suitability for specific contexts

TOPIC TWO Contemporary Management Practices

When you complete this topic, you should be able to

- present arguments in favour of changing practices ;

- draft a clear statement of values at team level

Lesson Content and Outcomes

1.Lesson 1 Contribution of Organizational Agility

Analyse the concept of organizational agility and its contribution to sustainable organizational success

2.Lesson 2 Contemporary Management Practices

Analyse contemporary management practices in the context of changing

organizational forms and structures

3.Lesson 3 Impact on Organizational Behaviour

Assess the impact of contemporary management practices and techniques on organizational behaviour and management practice

TOPIC THREE Introduction to People and Performance

When you complete this topic, you should be able to

- appreciate of the need for communication and good working relationships；

- select appropriate methods and media when communicating

- work within internal and regulatory practice when selecting, developing and evaluating staff

- facilitate staff development and performance

Lesson Content and Outcomes

1.Lesson 1 The People Performance Link

Demonstrate the people performance link and the contribution this makes to an agile organization

2.Lesson 2 Effective Human Resource Planning

Evaluate the importance of, and key principles underpinning, effective human resource planning including selection, evaluation and development of employees

3.Lesson 3 Impact of Communication and Interpersonal Relations

Assess how communication and interpersonal relations impact on organizational performance

4.Lesson 4 Motivating for High Performance

Discuss methods of motivating others for high performance

TOPIC FOUR Personal Development as a Manager

When you complete this topic, you should be able to

- take personal responsibility for ongoing personal development as a manager；

- reflect on current practice, skills and behaviours and the impact of these in the

workplace；

- develop a justified and meaningful Personal Development Plan (PDP)；

- reflect on learning

Lesson Content and Outcomes

1.Lesson 1 The Role of Professional Development

Assess role of continual professional development (CPD) in achieving personal and organizational objectives

2.Lesson 2 PD Plans

Recommend a plan for personal development based on an analysis of needs

3.Lesson 3 Approaches to Meeting PD Needs

Justify approaches to meet personal development needs

4.Lesson 4 Evaluating the Impact of CPD

Evaluate the impact of CPD at both an individual, professional and organizational level

Part 3: Teaching and learning methods

Teaching and learning methods: The module will use a blend of learning and teaching methods such as lectures, tutoring, mentoring and self-study. There is a focus on flipped delivery supported by technology, where the delivery of core theoretical concepts moves from the classroom into the online space and face to face sessions and focus on collaborative learning, sense making and sharing of experiences.

Post session (face to face) online activities help the student to apply their learning to the context of their organisation and personal and professional development.

Module Completion Requirements

Attend a minimum of 6 online lectures

LMS interaction of a minimum of 10 hours

Complete all written assignments, sit the final exam and obtain an average passing grade for the course based on assessed elements.

Students who fail to meet these basic requirements will not be eligible to sit the final exam.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Conduct an analysis of both internal and external environmental context

MO2 Present reasoned arguments in favour of adopting specific strategies and in favour of changing practices

MO3 Draft a clear statement of values at team level

MO4 Demonstrate appreciation of the central role of communication, appropriate methods and media in building and maintaining healthy working relationships

MO5 Work within internal and regulatory practice when selecting, developing and evaluating staff

MO6 Develop understanding of and skills required to facilitate staff development and practices

MO7 Take personal responsibility for ongoing personal development as a manager

MO8 Reflect on (a) taking personal responsibility for ongoing personal development as a manager and (b) learning in this module

MO9 Develop a justified and meaningful Personal Development Plan (PDP)

Hours to be allocated: 240

Contact hours:

Independent study/self-guided study = 182 hours

Face-to-face learning = 58 hours

Total = 240

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link https://rl.talis.com/3/uwe/lists/E689BD85-B4B4-B781-05DD-21D1336E1697.html

Part 4: Assessment

Assessment strategy: WeekLecture and Self-Study FocusAssessment

OneLecture: Introduction; Topic 1-Lesson 1

TwoLecture: Topic 1-Lesson 2; Assignment PreparationAssignment 1 Draft Due

ThreeLecture: Topic 2-Lesson 1 and 2Assignment 1 Final Due

FourLecture: Topic 2-Lesson 2 and 3Assignment 2 Draft Due

FiveLecture: Topic 3-Lesson 1 and 2Assignment 2 Final Due

SixLecture: Topic 3-Lesson 2 and 3Assignment 3 Draft Due

SevenLecture: Topic 5-Lesson 1 and 2Assignment 3 Final Due

EightLecture: Topic 5- Lesson 3 and 4 Assignment 4 Draft Due

NineReview/Exam Preparation and Assessment Requirements CompletedExam
All Final Assignments Due

Assessment components:

Written Assignment (First Sit)

Description: 3000 words course work

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested:

Examination (First Sit)

Description: Two-hour exam

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Written Assignment (Resit)

Description: 3000 words course work

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested:

Examination (Resit)

Description: Two-hour exam

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Management [DelTel] DipHE 2022-23