University of the West of England
BRISTOL

ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data						
Module Title	People and Organisations					
Module Code	UMOCQW-15-M		Level	M	Version	2
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No	
Owning Faculty	Business and Law		Field	Organisation Studies		
Department	BBS, Business and Management		Module Type	Project		
Contributes towards	MSc Business Management, PG Dip Theatre Arts Management, MSc Marketing					
Pre-requisites	None		Co- requisites	None		
Excluded Combinations	None		Module Entry requirements	None		
First CAP Approval Date	September 2011		Valid from	September 2011		
Revision CAP Approval Date	15 December 2017		Revised with effect from	September 2016		

Part 2: Learning and Teaching	
Learning Outcomes	This module explores the challenges, tensions and issues involved in the complex relationships between people and organisations. It aims to: • provide students with a critical and enquiring understanding of people and organisations • introduce students to a range of theoretical perspectives and empirical research from both Organisational Studies and Human Resource Management, and to demonstrate how these two disciplines are linked • develop students' ability to explore a variety of perspectives to analyse people working in organisations On successful completion of this module students will be able to: • Draw on theory and research to describe and critically evaluate the theories associated with people and organisations, in order to understand the complexity of relationships • Understand and apply a range of theoretical frameworks, concepts and research relating to the disciplines of both Human Resource Management and Organisation Studies • Demonstrate critical insight into how different and multiple perspectives can be used to analyse the experiences of people in organisations The above learning outcomes are formally assessed through Component A of the assessment.
Syllabus Outline	1. Understanding Organisations: Structure, diversity, gender and

	horizontal/vertical integration in organisations.
	2. Leadership and Ethics: What do we understand by ethical leadership in the 21st century?
	3. Organisational Culture: Is it something an organisation 'has' or something an organisation 'is' -implications? To what extent do different national cultures influence organisational cultures?
	4. Power and Politics: Classical and relational perspectives on the unequal distribution and ethical use of power in organisations.
	5. 'Managing' change and emotion: How far can we control change? What role do organisations play in attempting to control or shape their employees emotions?
	6. Approaches to strategic human resource management (SHRM): vertical and horizontal integration (Resource Based View, Best Practice, Best Fit).
	7. Resourcing: Labour market planning; Staff turnover; resourcing and selection
	8. Managing Performance: What motivates in the workplace? The role of performance management and vertical integration; an exploration of links with reward.
	9. Learning: Training, learning and development defined; how they are delivered and why they matter.
	10. Bringing it all together: Exploring overlaps, links and tensions between topics and the different perspectives that can be used in analysis.
Contact Hours	There is 2 hour lectorial across the 12 weeks of the module.
Teaching and Learning Methods	Teaching Strategy – Classes offer a combination of formal lectures with a variety of participative activities, including case studies, group discussions, and problem-solving activities. The ethos of the module is based around participation and therefore places a high value on the contribution of students in exploring and evaluating theory, and in being able to apply that knowledge to an organisational context. Part of an early class session will be devoted to academic requirements relevant to the assessment requirements of this module. Learning Strategy – Students will need to carry out reading (of set texts, and other preparatory material including case studies) before class. The learning which emerges will be enhanced by informal group discussion before, during and after formal classes. The preparatory reading and assignment preparation involve private study. The Study Skills web page provides support and guidance in a range of areas, and specific guidance will be provided by tutors on sources of information for students' work, including web- and library-based sources. This is in addition to support provided in other modules of the programme. **Blackboard** – This module is supported by Blackboard, where students will be able to find all necessary module documentation, including detailed session outlines, instructions

Key Information Sets Information	

Key Information Set - Module data

Number of credits for this module				15	

Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	
150	24	126	0	150	✅

The table below indicates as a percentage the total assessment of the module which constitutes a -

Written Exam: Unseen written exam, open book written exam, In-class test
Coursework: Written assignment or essay, report, dissertation, portfolio, project
Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam

Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:

Total assessment of the module:	
Written exam assessment percentage	0%
Coursework assessment percentage	100%
Practical exam assessment percentage	0%
	100%

Reading Strategy	

Essential reading – This module has a course reader made up of a number of different articles and book chapters related to the topics taught on the course. The texts below provide indicative content of the reader, but the specific content will be amended each year:

Aston Centre for Human Resources (2008) Strategic Human Resource Management, London: CIPD
Clegg,S., Hardy C., Lawrence, T.B., and Nord, W.R. (2006) *Handbook of Organisation Studies* second edition, London; Sage. pp. 725-753.
Cunliffe, A. (2014) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Management,* London: Sage.
Fineman, S. (1993) *Emotion in Organizations*, London: Sage pp.1-35.
Grey, C. (2013) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Organizations',* London: Sage.
Jackson , B. and Parry, K. (2011) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Leadership'*, London: Sage.
Marchington, M. and Wilkinson, A. (2012) *Human Resource Management at Work,* London: CIPD.
Redman, T. and Wilkinson, A. (2009) Contemporary Human Resource Management, Harlow: Pearson.
Further reading – Further reading will be required to supplement the set texts and other provided readings. The purpose of this further reading is to ensure students are familiar with current research, classic works, and material specific to their interests from the academic – often journal – literature. Suggested further reading by topic will be indicated in each session, but the following book is fairly concise and gives a good overview of some of the topics:

	Cunliffe, A. (2014) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Management,* London: Sage. **Access and skills** Students will be presented with further opportunities within the module to develop their information retrieval and evaluation skills in order to identify such resources effectively. Additional support is available through the library web pages, including interactive tutorials on finding books and journals, evaluating information and referencing. Sign up workshops are also offered by the Library.
Indicative Reading List	Students are also expected to use their own initiative and discretion in selecting appropriate further reading that will support their study. It is expected that students will engage with academic journals relevant to the module, including some of the following indicative academic journals: *Academy of Management Journal,* *British Journal of Industrial Relations,* *Employee Relations,* *European Journal of Industrial Relations,* *Gender, Work and Organization,* *Human Relations,* *Human Resource Management Journal,* *International Journal of Human Resource Management,* *Journal of Management Studies,* *Organization Studies,* *Organization,* *Work, Employment & Society* as well as more practitioner-focused material found in publications such as the *Harvard Business Review* and *People Management (CIPD).*

Part 3: Assessment

Assessment Strategy	Strategy: • This module encourages students to engage critically and in some depth with a wide range of literature, and to evaluate the way that this literature can be applied in practice in a variety of international organisational settings. The assessment is designed to reflect this ethos and is intended to develop and demonstrate these approaches to learning. • Students must choose topics from the course and construct a critical analysis of a case study. The case study will be determined by the course team, and may use the medium of film, or may be literature based. • The first part of the assessment will require students to complete a 750 word assignment to be completed after session 7. This element, worth 20% of the marks for the module) provides an opportunity for students to learn about their strengths and weakness in terms of academic writing skills at Masters' level prior to the completion of the full case study which is submitted after the end of the module.

Identify final assessment component and element	Component A2	
% weighting between components A and B (Standard modules only)	**A:** **100%**	**B**:

First Sit	
Component A (controlled conditions) **Description of each element**	**Element weighting** (as % of component)
1. Interim case study analysis (750 words)	20%
2. Analysis of a case study in the form of an Individual written assignment (2025 to 2475 words)	80%
Component B **Description of each element**	**Element weighting** (as % of component)
1. NA	

Resit (further attendance at taught classes is not required)	
Component A (controlled conditions) **Description of each element**	**Element weighting** (as % of component)
1. Analysis of a case study in the form of an Individual written assignment (3,000 words)	100%
Component B **Description of each element**	**Element weighting** (as % of component)
1. NA	
If a student is permitted a retake of the module under the University Regulations and Procedures, the assessment will be that indicated by the Module Description at the time that retake commences.	

First CAP Approval Date	QMAC 2011			
Revision CAP Approval Date *Update this row each time a change goes to CAP*	15 December 2016	Version	2	link to RIA