University of the
West of England
BRISTOL

MODULE SPECIFICATION

Part 1: Information			
Module Title	Managing Organisational Performance		
Module Code	UMPDMV-15-3	Level	3
For implementation from	*September 2018/9*		
UWE Credit Rating	30	ECTS Credit Rating	15
Faculty	Business and Law	Field	HRM
Department	BBS: Business and Management		
Contributes towards	BA (Hons) Business & HRM (compulsory)		
Module type:	Standard		
Pre-requisites	UMPDM3-15-2 Managing People		
Excluded Combinations	None		
Co- requisites	None		
Module Entry requirements	N/A		

Part 2: Description

This module will provide students with an introduction to basic theoretical frameworks which examine the link between HRM and performance. In particular, the module aims to give students the opportunity make the link between performance and organisational effectiveness. Students will explore the cornerstones of performance management in practice with a particular focus on the devolution of performance management to line managers. The syllabus will cover the following:

- The context of performance management

- Performance management systems (including induction, performance reviews, feedback and support)

- The role of line managers and HR professionals in managing performance

- Employee engagement

- Rewarding performance

- Employee wellbeing

- Integrating learning and performance

- Handling under-performance

Part 3: Assessment

The assessment strategy for this module is linked to a case study which requires students to critically apply the theory covered in this module to an organizational issue related to performance and reward. The next step of the assessment strategy will require students to go deeper into the analysis and design an effective solution for managing performance and reward in order to respond to organizational requirements around competitive advantage. As this is a final year module in the final semester, therefore, the assessment also seeks to to draw on students' wider HRM knowledge and to act as a vehicle for the consolidation of their HR specific learning.

Students will prepare a 1000 word report which analyses the issues in the case study (A2). After having identified the organizational issues around performance and reward, the students will design a solution for managing these issues in groups of maximum 4 (A1). This will be presented in-class in the final week of the teaching period and will be a maximum of 20minutes; all group members will be expected to demonstrate their contribution and a nominal 5minutes per contributor would be expected depending on the group approach adopted.

Identify final timetabled piece of assessment (component and element)	Component A1	
	A:	**B**:
% weighting between components A and B (Standard modules only)	**100%**	

First Sit		
Component A (controlled conditions) **Description of each element**	**Element weighting** **(as % of component)**	
1. Group presentation with supporting documents (20minutes)	60%	
2. 1000 word report (individual submission) supporting the presentation	40%	
Component B **Description of each element**	**Element weighting** **(as % of component)**	
Resit (further attendance at taught classes is not required)		
Component A (controlled conditions) **Description of each element**	**Element weighting** **(as % of component)**	
1. Individual presentation (10minutes) and a supporting;	60%	
2. 1000 word report (individual submission) supporting the presentation	40%	
Component B **Description of each element**	**Element weighting** **(as % of component)**	

Part 4: Teaching and Learning Methods

Learning Outcomes	On successful completion of this module students will be able to: • Critically analyse the key theoretical frameworks which help explain the relationship between HRM and organisational performance (A1,A2) • Understand what performance management systems are and be able to critically evaluate their contribution to delivery of high performance (A1,A2) • Explain the notion of employee engagement and its implications for the management of people at work (A1,A2) • Critically evaluate the role of reward in improving the motivation and performance of individuals at work (A1,A2)

	• Critically assess the role of line managers and HR specialists in the performance management process and engagement (A1,A2)
	• Demonstrate the ability to work effectively as a member of a group to respond creatively to an organisational issue (A1)
Contact Hours	Module delivery will be based on 3 hours of scheduled learning and teaching activities per teaching week. This will consist of a 3-hour lectorial which will enable core syllabus concepts to be delivered alongside enquiry/problem based learning and tutor feedback and support

Extensive use will be made of Blackboard for weekly guided independent study work; to support students' learning.

Students will also be directed towards the University Library online Study Skills resources for the development of skills appropriate to the level and style of the module. |
| Teaching and Learning Methods | The module will be delivered over 12 weeks with a minimum of 3 hours contact time per week.

Scheduled learning
36 hours of lectorials

Independent learning includes approximately 110-120 hours engagement with essential reading, case study preparation, assignment preparation and completion.

Extensive use will be made of Blackboard for guided independent study work; to support students' learning; to facilitate interactions between students e.g. for group project work. Students will also be directed towards the University Library online Study Skills resources for the development of skills appropriate to the level and style of the module. In addition a number of e-learning resources will also be used, including:

• The MySkills Study Skills website at http://www.uwe.ac.uk/library/resources/hub/ http://www.uwe.ac.uk/library/resources/bbs-study-skills/student/level1.htm
• Skills4study (s4s) as part of the MySkills resource [Academic reading and note making; Critical thinking; Academic writing; Referencing and plagiarism]
• iSkillzone http://iskillzone.uwe.ac.uk
[workshops for information retrieval, referencing, evaluation skills and literature reviewing http://www1.uwe.ac.uk/library/help.aspx
• Learn Higher   http://www.learnhigher.ac.uk/Students.html |
| Key Information Sets Information (KIS)

Contact Hours | |

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	36	114	0	150	✅

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

Total Assessment	**Written Exam**: Unseen or open book written exam **Coursework**: Written assignment or essay, report, dissertation, portfolio, project or in class test **Practical Exam**: Oral Assessment and/or presentation, practical skills assessment, practical exam (i.e. an exam determining mastery of a technique)

Total assessment of the module:				
Written exam assessment percentage				0%
Coursework assessment percentage				40%
Practical exam assessment percentage				60%
				100%

Reading List	*https://uwe.rl.talis.com/lists/43EAA095-6887-5AEB-42A1-B03089A948B1.html?draft*

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First CAP Approval Date	31 January 2017 link to RIA			
Revision CAP Approval Date *Update this row each time a change goes to CAP*		Version	*2*	*Link to RIA*