STUDENT AND ACADEMIC SERVICES

UWE Bristol | University of the West of England

MODULE SPECIFICATION

Part 1: Information			
Module Title	Managing Organisational Performance		
Module Code	UMPDMV-15-3	Level	Level 6
For implementation from	2020-21		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	Faculty of Business & Law	Field	Human Resource Management
Department	FBL Dept of Business & Management		
Module type:	Standard		
Pre-requisites	Managing People 2020-21		
Excluded Combinations	None		
Co- requisites	None		
Module Entry requirements	None		

Part 2: Description

Educational Aims: 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.

Outline Syllabus: 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

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 https://www1.uwe.ac.uk/students/studysupport/studyskills.aspx
Skills4study (s4s) as part of the MySkills resource (Academic reading and note making; Critical thinking; Academic writing; Referencing and plagiarism)
iSkillzone (workshops for information retrieval, referencing, evaluation skills and literature reviewing)
Learn Higher

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.

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 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.

First Sit Components	Final Assessment	Element weighting	Description
Report - Component A		40 %	1000 word report (individual submission) supporting the presentation
Presentation - Component A	✓	60 %	Online submission of group presentation max 10 slides with supporting documents.
Resit Components	Final Assessment	Element weighting	Description
Report - Component A		40 %	1000 word report (individual submission) supporting the presentation
Presentation - Component A	✓	60 %	Online submission of group presentation max 10 slides with supporting documents.

Part 4: Teaching and Learning Methods

STUDENT AND ACADEMIC SERVICES

<table>
<tr>
<td>Learning Outcomes</td>
<td colspan="2">On successful completion of this module students will achieve the following learning outcomes:</td>
</tr>
<tr>
<td></td>
<td>Module Learning Outcomes</td>
<td>Reference</td>
</tr>
<tr>
<td></td>
<td>Critically analyse the key theoretical frameworks which help explain the relationship between HRM and organisational performance</td>
<td>MO1</td>
</tr>
<tr>
<td></td>
<td>Understand what performance management systems are and be able to critically evaluate their contribution to delivery of high performance</td>
<td>MO2</td>
</tr>
<tr>
<td></td>
<td>Explain the notion of employee engagement and its implications for the management of people at work</td>
<td>MO3</td>
</tr>
<tr>
<td></td>
<td>Critically evaluate the role of reward in improving the motivation and performance of individuals at work</td>
<td>MO4</td>
</tr>
<tr>
<td></td>
<td>Critically assess the role of line managers and HR specialists in the performance management process and engagement</td>
<td>MO5</td>
</tr>
<tr>
<td></td>
<td>Demonstrate the ability to work effectively as a member of a group to respond creatively to an organisational issue</td>
<td>MO6</td>
</tr>
</table>

<table>
<tr>
<td rowspan="8">Contact Hours</td>
<td colspan="2">Independent Study Hours:</td>
</tr>
<tr>
<td>Independent study/self-guided study</td>
<td>114</td>
</tr>
<tr>
<td>Total Independent Study Hours:</td>
<td>114</td>
</tr>
<tr>
<td colspan="2">Scheduled Learning and Teaching Hours:</td>
</tr>
<tr>
<td>Face-to-face learning</td>
<td>36</td>
</tr>
<tr>
<td>Total Scheduled Learning and Teaching Hours:</td>
<td>36</td>
</tr>
<tr>
<td>Hours to be allocated</td>
<td>150</td>
</tr>
<tr>
<td>Allocated Hours</td>
<td>150</td>
</tr>
</table>

<table>
<tr>
<td>Reading List</td>
<td>The reading list for this module can be accessed via the following link:

https://uwe.rl.talis.com/index.html</td>
</tr>
</table>

Part 5: Contributes Towards

This module contributes towards the following programmes of study:

Business and Human Resource Management [Sep][FT][Frenchay][3yrs] BA (Hons) 2018-19

Business and Human Resource Management [Jan][FT][Villa][3yrs] BA (Hons) 2018-19

Business and Human Resource Management [Sep][FT][Villa][3yrs] BA (Hons) 2018-19

Business and Human Resource Management [May][FT][Villa][3yrs] BA (Hons) 2018-19