



## **Module Specification**

# Managing Organisational Performance

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## Part 1: Information

**Module title:** Managing Organisational Performance

**Module code:** UMPDMV-15-3

**Level:** Level 6

**For implementation from:** 2022-23

**UWE credit rating:** 15

**ECTS credit rating:** 7.5

**Faculty:** Faculty of Business & Law

**Department:** FBL Dept of Business & Management

**Partner institutions:** None

**Delivery locations:** Frenchay Campus

**Field:** Human Resource Management

**Module type:** Standard

**Pre-requisites:** Managing People 2022-23

**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:** 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

Tech and E-HRM in the management of performance and reward

Change management in the context of improved performance and reward approaches

### **Part 3: Teaching and learning methods**

**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.

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

**MO1** Critically analyse the key theoretical frameworks which help explain the relationship between HRM and organisational performance

**MO2** Understand what performance management systems are and be able to critically evaluate their contribution to delivery of high performance

**MO3** Explain the notion of employee engagement and its implications for the management of people at work

**MO4** Critically evaluate the role of reward in improving the motivation and performance of individuals at work

**MO5** Critically assess the role of line managers and HR specialists in the performance management process, engagement and change

**MO6** Demonstrate the ability to work effectively as a member of a group to respond creatively to an organisational issue

**Hours to be allocated:** 150

**Contact hours:**

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

**Reading list:** The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/index.html) via the following link <https://uwe.rl.talis.com/index.html>

## **Part 4: Assessment**

**Assessment strategy:** 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 organisational 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 organisational requirements around competitive advantage. As this is a final year module in the final semester, therefore, the assessment also seeks 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 individual report which analyses the issues in the case study (A2) (40%). After having identified the organizational issues around performance and reward, the students will design a solution for managing these issues and present it in groups of maximum 4(A1)(60%). The presentation will be a maximum of 20 minutes; all group members will be expected to demonstrate their contribution and a nominal 5 minutes per contributor would be expected depending on the group approach adopted.

**Assessment components:**

**Presentation - Component A (First Sit)**

Description: Online submission of group presentation max 10 slides with supporting documents.

Weighting: 60 %

Final assessment: Yes

Group work: Yes

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

**Report - Component A (First Sit)**

Description: 1000 word report (individual submission) supporting the presentation

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

**Presentation - Component A (Resit)**

Description: Online submission of group presentation max 10 slides with supporting documents.

Weighting: 60 %

Final assessment: Yes

Group work: Yes

Learning outcomes tested:

**Report - Component A (Resit)**

Description: 1000 word report (individual submission) supporting the presentation

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested:

**Part 5: Contributes towards**

This module contributes towards the following programmes of study:

Business and Human Resource Management {Top-Up} [Sep][FT][INTUNI][1yr] BA (Hons) 2022-23

Business and Human Resource Management {Top-Up} [Sep][FT][FR][1yr] BA (Hons) 2022-23

Business and Human Resource Management {Top-Up} [Frenchay] BA (Hons) 2022-23

Business and Human Resource Management [Sep][FT][Frenchay][3yrs] BA (Hons) 2020-21

Business and Human Resource Management [May][FT][Villa][3yrs] BA (Hons) 2020-21

Business and Human Resource Management [Jan][FT][Villa][3yrs] BA (Hons) 2020-21

Business and Human Resource Management [Sep][FT][Villa][3yrs] BA (Hons) 2020-21

Business and Human Resource Management [Sep][SW][Frenchay][4yrs] BA (Hons) 2019-20

Business and Human Resource Management [Jan][SW][Villa][4yrs] BA (Hons) 2019-20

Business and Human Resource Management [May][SW][Villa][4yrs] BA (Hons) 2019-20

Business and Human Resource Management [Sep][SW][Villa][4yrs] BA (Hons) 2019-20

Business and Human Resource Management {Foundation} [Sep][FT][Frenchay][4yrs] BA (Hons) 2019-20

Business and Human Resource Management {Foundation} [Sep][SW][Frenchay][5yrs] BA (Hons) 2018-19