MODULE TITLE	Managing People
Module Code	26-7U02-00C
Semester of Delivery	n/a
State whether module is Mandatory, Elective or Option	Mandatory
Level (4/5/6/7)	7
Credit Points	15
Assessment Components & Percentage Weighting	100% coursework
Pre-Requisite Modules (if applicable)	n/a
Breakdown of Student Learning Hours by Type	Contact hours: 30 hours Self directed learning: 120 hours
Module Leader & School	Jill Fortune - SED
Module Banding	A
Date of Original Approval	
Date of Next Review	

1. RATIONALE

This Module is designed to enable students to develop an increased awareness of managing and relating to others and provides an essential and critical perspective of Organizational theory and its influence on human resource management issues.

Organisations are the dominant institutions in the modern world, they shape the nature of society whilst themselves being shaped by the human relationships that society entails. Organisational and managerial activity is thus deeply associated with the way society is organised and increasingly people are seen as the key resource in any organisation such that effective human resource management processes are arguably viewed as the means through which organisations may achieve competitive advantage.

2   SUMMARY OF AIMS

The aim of the Module is to provide an insight into Organizational Theory and Human Resource processes within the organization and in so doing enable students to develop the ability to critically analyse and reflect upon organisational theory and practice. This involves students engaging with a variety of theoretical constructs by using them to interrogate practice with theory and vice versa.

A key aspect of this process will involve students critically reflecting on their own values, beliefs and assumptions on organisation and management and being challenged to address and resolve any tensions or contradictions that this raises for them. Hence, an additional aim of the module is to challenge students to begin to develop their own orientation to key organisational and management issues, based on this critical reflexivity.

The Module aims to develop a critical understanding of the way in which organizations are designed and the implications of this for organizational behaviour. As such, it encompasses the traditional view of organizational behaviour as a subject that is concerned with a focus on the characteristics and processes of individuals and groups, whilst linking this to an organizational analysis perspective which is more concerned with the organization as a whole.

3 ANTICIPATED LEARNING OUTCOMES

On successful completion of the Module students will be able to :-

- critically evaluate different approaches to organisational analysis and design, principles and practices of managing people;
- discriminate between different approaches to organisational culture and control and critically and reflexively analyse their own approach to organisation and work management;
- critically evaluate relationships between organizing, managing and the strategic role of human resourcing issues;
- identify likely barriers to organisational change in relation to people and possible ways of overcoming these;
- identify sources of power within an organisation, in particular the role of the leader and suggest strategies for dealing with conflict;
- critically analyse the links between employee commitment, motivation and the psychological contract and what can be done to effectively manage commitment;
- produce written work to a professional and academic standard.

4 LEARNING AND TEACHING STRATEGY AND METHODS, INCLUDING RESOURCES

The taught element of the Module will be delivered as a block study week. The teaching and learning strategies adopted will encourage participants to develop a critical reflexive approach to course content and learning outcomes. To achieve this a variety of teaching and learning methods will be used including:-

- Lectures focusing upon key issues and theory;
- Seminars providing the opportunity to critically discuss a range of material from a variety of sources;
- Exercises, case studies and role play designed to encourage participants to debate and explore the issues raised.

Students will be expected to undertake directed reading for the module and will make use of a wide range of resources including books, academic journals, case material, prior and current organisational experience, SHU subscribed electronic databases and internet resources.

5 ASSESSMENT AND FEEDBACK STRATEGY AND METHODS

Students will be required to produce a written report of approximately 5,000 words in length.

The report will test knowledge, and evaluation of the relevant theory and its application and focus on contemporary issues concerning people and management.
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The module tutor will provide formative feedback during the block week. Formative and summative assessment takes place on completion of the written report.

ASSESSMENT STRATEGY AND METHODS

Task No.	TASK DESCRIPTION	SI Code	Task Weighting %	Word Count / Duration	In-module retrieval available
1	Coursework	CW	100%	5000 words	Y

6   SPECIFIC ASSESSMENT CRITERIA

To achieve a pass or distinction student's work will demonstrate:-

Pass (40%-69%)	Distinction (70% and above)
some appreciation of contextually relevant approaches to organisational analysis and design, principles and practices of managing people. Judgements about them are accurate.	critical appreciation of a broad range of contextually relevant approaches to organisational analysis and design, principles and practices of managing people. Judgements about them are extensive and insightful.
a sound ability to discriminate between different approaches to organisational culture and control with some critical analysis of their own approach to organisation and work management.	comprehensive and creative ability to discriminate between different approaches to organisational culture and control with reflexive critical analysis of their own approach to organisation and work management.
some evaluation of the relationships between organizing, managing and the strategic role of human resourcing issues in relation to the context.	outstanding critical evaluation of the relationships between organizing, managing and the strategic role of human resourcing issues supported by perceptive reasoning in relation to the context.
identification of some of the likely barriers to organisational change in relation to people and possible ways of overcoming these	extensive and perceptive identification of the likely barriers to organisational change in relation to people with a creative synthesis of possible ways of overcoming these.
an understanding of the main sources of power within an organisation and make reasoned suggestions for strategies for dealing with conflict.	an extensive and far reaching critical understanding of the main sources of power within an organisation with incisive and fully supported suggestions for strategies for dealing with conflict.
some analysis of the links between employee commitment, motivation and	perceptive and comprehensive analysis of the links between employee commitment,

the psychological contract.	motivation and the psychological contract
independent written work following the main conventions of spoken and written English, using the Harvard referencing system and relevant IT applications	work that is at a professional standard following all conventions of spoken and/or written English, using the Harvard referencing system and relevant IT applications to enhance understanding of the target audience.

7   INDICATIVE CONTENTS, READING LIST AND RESOURCES

- Introduction to organising and managing work
- Modernism, management and the search for control: classical and contingency approaches
- Process-relational perspective on organisations and management
- The experience of work: people, perception, emotions and stress
- Culture and management control
- Commitment and winning co-operation
- Power and policitics
- Modern leadership
- Organizing, managing and human resourcing

Reading List

Handy, C. (1993). *Understanding Organizations*. 4th Ed., London: Penguin

Hatch, M. J. (1997) *Organization Theory. Modern Symbolic and Postmodern Perspectives*. Oxford: Oxford University Press

Holden I and Beardwell L (2001) *Human Resource Management* 3rd Ed., Harlow: FT/Prentice Hall

Huczynski, A and Buchanan, D (2001) *Organizational Behaviour: an introductory text,* 4th Ed, Harlow: FT/Prentice Hall

Jackson, N. and Carter, P. (2000) R*ethinking Organisation Behaviour,* Harlow*:* Prentice-Hall: London

Johnson, P. and Gill, J. (1993). *Management Control and Organizational Behaviour,* London: Paul Chapman

Morgan, G. (1997). *Images of organizations,* 2nd Ed*,* London: Sage

Redman, T. and Wilkinson, A. (2002) *Contemporary Human Resource Management*. Harlow: FT/Prentice Hall.

Sims, D., Fineman, S. and Gabriel, Y. (2000) *Organizing & Organizations: An Introduction,* 2nd Ed., London: Sage

Thompson, P. and McHugh, D. (1995) *Work Organizations : A Critical Introduction*. Basingstoke: Macmillan

Torrington D, Hall L and Taylor S (2002) *Human Resource Management 5th ed*. Harlow: Prentice Hall

Watson, T.J. (2002) *Organizing & Managing Work: Organisational, managerial and strategic behaviour in theory and practice*. Harrow: Pearson Education:

FINAL TASK

| According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy) | Task No.

1 |
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MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	Y
Single Referral Package for All Referred Students	N

<u>**REVISIONS**</u>

Date	Reason
July 2012	Assessment Framework review