

MODULE SPECIFICATION PROFORMA

<b>Module Title:</b>	Engaging and Leading People	<b>Level:</b>	5	<b>Credit Value:</b>	20
----------------------	-----------------------------	---------------	---	----------------------	----

<b>Module code:</b>	BUS545	<b>Is this a new module?</b>	No	<b>Code of module being replaced:</b>	N/A
---------------------	--------	------------------------------	----	---------------------------------------	-----

<b>Cost Centre(s):</b>	GAMG	<b>JACS3 code:</b>	N211
------------------------	------	--------------------	------

<b>With effect from:</b>	September 17
--------------------------	--------------

<b>School:</b>	Business	<b>Module Leader:</b>	Karen Hynes
----------------	----------	-----------------------	-------------

Scheduled learning and teaching hours	30 hrs
Guided independent study	170 hrs
Placement	0 hrs
<b>Module duration (total hours)</b>	<b>200 hrs</b>

<b>Programme(s) in which to be offered</b>	Core	Option
MBus Business	✓	<input type="checkbox"/>
BA (Hons) Business	✓	<input type="checkbox"/>
BA (Hons) Applied Business	✓	<input type="checkbox"/>
BA (Hons) Hospitality Tourism and Event Management	✓	<input type="checkbox"/>
BA (Hons) Global Business	<input type="checkbox"/>	✓
BSc (Hons) Sports Management	✓	<input type="checkbox"/>
BSc (Hons) Digital Enterprise and Innovation	✓	<input type="checkbox"/>
BSc (Hons) Sport Management	✓	<input type="checkbox"/>
HNC Business	✓	<input type="checkbox"/>
BA (Hons) Business Development Management	✓	<input type="checkbox"/>
BA (Hons) Performance and People Management	✓	<input type="checkbox"/>
BSc (Hons) Financial Technology Management	✓	<input type="checkbox"/>

<b>Pre-requisites</b>
None

Office use only

Initial approval: September 14

Date revised: February 17 (to incorporate new programmes)      Version: 6

**Module Aims**

1. To introduce students to Human Resource theories and practices which underpin the functions of leading and engaging people.
2. To explore current challenges in Global Organisations and the resulting trends in contemporary practice
3. To introduce students to theoretical concepts of Leadership and Engagement within a variety of Global organizational contexts
4. To develop a critical understanding of characteristics in engaged employees and enable students to fully understand the critical links between engagement and organisational success.

**Intended Learning Outcomes**

Key skills for employability

- KS1 Written, oral and media communication skills
- KS2 Leadership, team working and networking skills
- KS3 Opportunity, creativity and problem solving skills
- KS4 Information technology skills and digital literacy
- KS5 Information management skills
- KS6 Research skills
- KS7 Intercultural and sustainability skills
- KS8 Career management skills
- KS9 Learning to learn (managing personal and professional development, self-management)
- KS10 Numeracy

At the end of this module, students will be able to

Key Skills

At the end of this module, students will be able to		Key Skills	
1	Key Elements of regulating and controlling contractual employment relationships		
2	Comparative approaches and practice to drive employee engagement	KS1	
3	Academic models and methods to measure the level of engagement in a workforce	KS5	
4	Contemporary leadership approaches and styles to match diverse performance requirements	KS2	

Transferable skills and other attributes			

<b>Derogations</b>
None

<b>Assessment:</b>
<p><b>Indicative Assessment One:</b></p> <p>This is a group activity to investigate selected models of people engagement applied in a chosen organisation and an analysis of the outcomes and consequences.</p> <p>Candidates will be expected to identify qualitative and/or quantitative characteristics and measurements of engaged employees in the chosen organisation, using contemporary methods and concepts delivered on the course.</p> <p>The findings from the project will be summarised in a presentation, supported by a credible group report.</p> <p><b>Indicative Assessment Two:</b></p> <p>Candidates will be expected to produce an individual reflective account of their learning on this module with a focus on leadership within the group work experience.</p> <p>Students on the BA (Hons) Applied Business programme will undertake assessment tasks based on their partnered employer.</p>

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1,2,3	Group Project	70		3000-3500
2	4	Reflective Account	30		1500-2000

<b>Learning and Teaching Strategies:</b>
<p>Lectures will be provided to students digitally, a minimum of three working days before the classroom tutorials. The classroom tutorials will facilitate interactive discussion and feedback on the lecture material, which forms a basis for group work through practical exercises.</p> <p>The module is embedded within the values and practices espoused in the Glyndŵr University's Teaching and Learning and Assessment strategy whereby students are encouraged to take responsibility for their own learning and staff facilitate the learning process, with the aim of</p>

encouraging high levels of student autonomy in learning and the capacity to apply it within the wider environment.

The lecture programme will set the framework to cover conceptual theoretical elements of the content, supported by academic papers, case study analysis and group activities. Each lecture will seek to develop a set of key themes and provide a framework for further, student led, exploration and analysis.

The seminar component will utilise discussion, debate and a variety of interactive exercises, however, the prime focus of the seminars will be on student led activities to consolidate learning. The students are expected to offer information, promote in-class discussion and debate around contemporary, newsworthy topics to support the academic content delivered in lectures.

Students will be required to select one of the topic briefs and organise their group to facilitate the seminar in the scheduled week.

The majority of the module time should be spent on independent study to consolidate student learning, undertake research for assessments and work with fellow candidates to complete group activities for student-led seminar work.

In so doing, wider reading will be required to reinforce knowledge and understanding of the topics and material covered in lectures, preparation for seminars and work towards assessments.

**Syllabus outline:**

**Engaging People**

1. Organisational commitment and people engagement – Internal and external drivers and influences
2. People engagement dimensions – emotional engagement, cognitive engagement, and physical engagement
3. Measuring engagement, Gallup engagement index, characteristics of engaged employees
4. How engaged are British employees? – comparative analysis to other global nations
5. Antecedents and consequences of employee engagement

**Leading People**

1. Workplace Motivation and Culture
2. Current leadership theories and practices
3. The components of the psychological contract
4. Management and leadership knowledge – vision and empowerment, mentoring and counselling, “gender” debate, competence frameworks

**Bibliography:**

**Essential reading**

Rees G and French R 2015 Leading, Managing and Developing People, 4th Edition, CIPD

**Other indicative reading**

**Background Reading**

Rose, M. 2014, Reward Management, Kogan Page.

Taylor, S. 2014, Resourcing and Talent Management, 6<sup>th</sup> Ed, CIPD.

Torrington, D., Hall, L., and Taylor, S. 2014, Human Resource Management, 9th ed., FT/Prentice Hall.

Mullins L, 2013, Management and Organisational Behaviour, 10<sup>th</sup> ed., Prentice Hall.

Burnes, B. 2009, Managing Change: A Strategic Approach to Organisational Dynamics, 4<sup>th</sup> ed., FT/Prentice Hall.

Huczynski, A. and Buchanan, D. 2013, Organisational Behaviour, 8<sup>th</sup> ed., Prentice Hall.

**Journals**

Leadership and Organisation Development Journal

Journal of Organisational Change Management

Journal of Management Development

The McKinsey Quarterly

Harvard Business Review

People Management (CIPD)

Human Resource Management Journal

**Websites**

Business Link [www.businesslink.gov.uk](http://www.businesslink.gov.uk)

The HR Brand [www.hrmagazine.co.uk](http://www.hrmagazine.co.uk)

The European Industrial Relations Observatory (EIRO) [www.eiro.erofound.ie](http://www.eiro.erofound.ie)

Pearson Europe, Middle East and Africa [www.pearsoneduc.com](http://www.pearsoneduc.com)

Chartered Institute of Personnel and Development (CIPD) [www.cipd.co.uk](http://www.cipd.co.uk)

Xpert HR