

Module specification

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Module Code	BUS7D8
Module Title	Global People and Organisation Management and Performance
Level	7
Credit value	20
Faculty	Faculty of Social and Life Sciences
HECoS Code	100085
Cost Code	GABP

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
MSc International Human Resource Management	Core Pathway
MSc International Human Resource Management with Advanced Practice	Core Pathway

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	20 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
Total active learning and teaching hours	20 hrs
Placement / work based learning	0 hrs
Guided independent study	0 hrs
Module duration (total hours)	200 hrs

For office use only	
Initial approval date	8 th August 2022
With effect from date	January 2023
Date and details of revision	
Version number	1

Module aims

The aim of this module is to provide an in-depth study into the dimensions of organisational performance through the management of its people in theory and in practice. You will learn how managing for performance can impact on organisational productivity and success. Throughout the module there will be a focus on the application of theory to practice, and learning will be supported through illustrative examples and case studies drawn from a range of backgrounds and scenarios. Additionally, the module will offer students an understanding of the current organisational management climate and provide them with the ability to consider organisational performance and put in place creative solutions.

Module Learning Outcomes - at the end of this module, students will be able to:

1	Critically evaluate the positive and negative impact of people management and performance when analysing input (performance) and output (productivity) within an organisation and its structures.
2	Applying relevant international theory, critically analyse the decision-making processes HR need to consider in the current global business climate to ensure their people and performance are meeting key business drivers and organisational objectives.
3	From a HR perspective, critically discuss and evidence the need for proactive development and sustained relationships with key stakeholders within a global context.
4	Critically analyse the role of HR in ensuring the development of responsible and ethical managers across intercultural organisations.

Assessment

Indicative Assessment Tasks:

Group project (4,000)

Present a critical overview on the role of HR from an organisational management perspective, within a global HR context.

Critically discuss the need for people management within an internal and external context, and discuss why you need people management policies and processes for effective performance and organisational management.

Critically evaluate the role of HR decision-making within an organisation when evaluating the positive and negative impact of people management, demonstrating theory to practice.

Present an academic argument for strategic and proactive HR within an organisation and critically discuss its value, impact and importance on an organisation's global people and organisation management and performance.

Present a reflective practice with critical evaluation of how you have linked theory to practice, and how you have used your knowledge and learning to challenge literature and outcomes.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1, 2, 3, 4	Group Project	100%

Derogations

N/A

Learning and Teaching Strategies

The learning and teaching strategy will consist of formal lectures to present theory, principles and practices which will form the foundation of the learning outcomes. Students will be encouraged to interact and contribute to classroom learning as a means of developing critical skills, and to strengthen their knowledge and understanding of theory to practice. Lectures will be structured to encourage individual and group activities using real world case studies and live business examples enabling students to develop their collaborative, decision making, judging and evaluating skills, as well as key transferable employability skills. In addition, students will be encouraged to undertake self-directed study and further research on their chosen area of study, as well as related topics, to acquire additional perspectives which will provide them with a greater understanding of the business topics within organisations and the wider environment.

Indicative Syllabus Outline

- The link between people management and performance in global organisations
- International HRM theory in relation to people and performance
- The importance of culture and values
- Contemporary HR practices within a global context
- The importance of HR/Manager relationship
- Employee behaviour – attitude and perception
- People and performance in professional knowledge intensive organisations
- Implications for the development of theory and practice on a global level

Indicative Bibliography:

Essential Reads

Armstrong, M. & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management* (16th ed.). Kogan Page

Taylor, S. & Perkins, G. (2021). *Work and Employment in a Changing Business Environment* (1st ed.). Kogan Page

Other indicative reading

Bryde, D.J., (2003). Modelling project management performance. *International Journal of Quality & Reliability Management*.

Caputo, F., Garcia-Perez, A., Cillo, V. and Giacosa, E., (2019). A knowledge-based view of people and technology: directions for a value co-creation-based learning organisation. *Journal of Knowledge Management*.

Coulson-Thomas, C., (2013). "New leadership" and creating the high-performance organisation: part 1. *Industrial and Commercial Training*.

Coulson-Thomas, C., (2013). "New leadership" and creating the high-performance organisation: part 2. *Industrial and Commercial Training*.

De Waal, A.A., (2006). The characteristics of a high-performance organisation. *Available at SSRN 931873*.

Hu, Q., Yao, J. and Zhang, Z.X., (2021). Selecting people based on person-organisation fit: Implications for intrateam trust and team performance. *Human Resource Management Journal*, 31(1), pp.293-310.

Marchington, M., Wilkinson, A., Donnelly, R., Kynighou, A. (2020). *Human Resource Management at Work: The definitive guide* (7th ed.). Kogan Page

Robertson, M. and Hammersley, G.O.M., (2000). Knowledge management practices within a knowledge-intensive firm: the significance of the people management dimension. *Journal of European Industrial Training*.

Tomažević, N., Tekavčič, M. and Peljhan, D., (2017). Towards excellence in public administration: organisation theory-based performance management model. *Total Quality Management & Business Excellence*, 28(5-6), pp.578-599.

Veldsmana, D. and Coetzeeb, M., (2014). People performance enablers in relation to employees' psychological attachment to the organisation. *Journal of Psychology in Africa*, 24(6), pp.480-486.

Journals

The McKinsey Quarterly
Harvard Business Review
Personnel Today
People Management
Human Resource Management Journal
Xpert HR

Chartered Institute of Personnel and Development (CIPD) www.cipd.co.uk

Employability skills – the Glyndŵr Graduate

Each module and programme is designed to cover core Glyndŵr Graduate Attributes with the aim that each Graduate will leave Glyndŵr having achieved key employability skills as part of their study. The following attributes will be covered within this module either through the content or as part of the assessment. The programme is designed to cover all attributes and each module may cover different areas.

Core Attributes

Engaged
Enterprising
Creative
Ethical

Key Attitudes

Commitment
Curiosity
Resilience
Confidence
Adaptability

Practical Skillsets

Digital Fluency
Organisation
Leadership and Team working
Critical Thinking
Emotional Intelligence
Communication