

Module specification

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Module code	ENG6AE
Module title	Managing Workforce, Engagement & Commitment
Level	6
Credit value	20
Faculty	FAST
Module Leader	D Sprake
HECoS Code	100209
Cost Code	GAME

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
BEng (Hons) Industrial Engineering Design (Mechanical)	Core
BEng (Hons) Low Carbon Energy, Efficiency and Sustainability	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	30 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	30 hrs
Placement / work based learning	0 hrs
Guided independent study	170 hrs
Module duration (total hours)	200 hrs

For office use only	
Initial approval date	11/09/2019
With effect from date	11/09/2019

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Date and details of revision	30/01/20 admin update of derogation Approved on 21/09/20 for addition of BEng Low Carbon Energy, Efficiency and Sustainability Oct 21 minor modification to LO wording through the revalidation and template update Sept 26: Removal of BEng Production Engineering and BEng Industrial Engineering Design (Electrical & Electronic)
Version number	3

Module aims

What makes people work hard? Why do some employees become dis-engaged? The aim of this module is to provide students with a practical understanding of the answers to these questions and their effective management in a real world modern industrial workplace.

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

1	Conceptually understand several classical management theories and their relevance and application in a modern industrial environment.
2	Systematically analyse and evaluate how ethics, reward practices and leadership can influence individual and organisational performance.
3	Critically evaluate factors affecting the nature of poor performance and conflict together with their effective management.
4	Compare and contrast business organisational structures and how they solve the challenging management work force problems in it.

Assessment

Indicative Assessment Tasks:

This section outlines the type of assessment task the student will be expected to complete as part of the module. More details will be made available in the relevant academic year module handbook.

The assessments will be a combination of practical problem solving from real life workplace situations in the form of team and individual contributions. Typically, the student will be tasked to provide a range of evidence containing the following sections:

1. Research and understanding into practical applications of several different classical management theories.
2. The solving of hypothetical practical workplace "situations" in the form of presentations to management.

3. Critically evaluate factors affecting the nature of poor performance and conflict together with their effective management and linking to management theories. Which could include the critiquing/solving of hypothetical/real practical workplace situations.
4. Reflective analysis and conclusions. Compare and contrast business organisational structures and how they solve the challenging management work force problems in it.

The group project will require teams of students (min 2 depending on group size) to compare different organisational structures

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1,2	Portfolio	60
2	3,4	Group Project	40

Derogations

A derogation from regulations has been approved for this module which means that whilst the pass mark is 40% overall, each element of assessment (where there is more than one assessment) requires a minimum mark of 30%.

Learning and Teaching Strategies

Lectures - presentation of facts and concepts relating to management theory and its practical applications in the workplace. Interaction or active learning will be implemented to develop an understanding of the theory in practice.

Tutorials. Close interaction with students ensuring that the work presented during lectures has been understood with the use of real-world scenarios and problem-solving exercises, with specific help being given in order to overcome any learning problems.

Role Play negotiation exercises (Between management and employee reps) 'Breakout sessions' and guest lecturers.

Indicative Syllabus Outline

- Strategic management of issues affecting employee performance in a real-world modern workplace.
- **Reward:**
- The conceptual framework underlying an employee reward system and its component processes, and structures including key economic, psychological and social theories.
- The legal context; equal pay, minimum pay; rights derived from UK and EU law.
- Job evaluation; advantages and disadvantages in different contexts.
- Pay and benefit surveys, the 'market rate'.
- Pay structures; their purpose and criteria for effectiveness; advantages and disadvantages of different types;
- Contingent pay; paying for performance, contribution or competencies
- Employee benefits; including pensions and flexible benefits.
- **Employment Relations:**

- Power, conflict and engagement in the workplace
- Parties and institutions in the employment relationship
- Processes and procedures to manage performance and conflict
- Employee voice – collective and individual
- Negotiation, persuasion, compliance & discipline

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update.

Bibliography:

Lecture notes (Presented on Moodle).

Relevant journals available on the University “resource finder”.

Essential Reads

Colling, T. and Terry, M. (ed.) (2010), *Industrial Relations: Theory and Practice*. 3rd ed. Chichester: Wiley-Blackwell.

Other indicative reading

Perkins, S.J., White, G. and Jones, S. (2016), *Reward Management: Alternatives, Consequences and Contexts*. 3rd ed. London: Chartered Institute of Personnel and Development.

Armstrong, A. and Brown, D. (2019), *Armstrong’s Handbook of Reward Management Practice: Improving Performance Through Reward*. 6th ed. London: Kogan Page.

Foot, M., Hook, C. and Jenkins, A. (2015), *Introducing Human Resource Management*. 7th ed. Harlow: Pearson Education.

Marchington, M. et al. (2016), *Human Resource Management at Work*. 6th ed. London: Chartered Institute of Personnel and Development.

Rose M (2014) *Reward Management (HR Fundamentals)* Kogan Page

Trade Union websites.

Government employment relations websites.

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
Creative
Ethical

Practical Skillsets

Organisation

Leadership and Team working
Critical Thinking
Emotional Intelligence
Communication