

## MODULE DESCRIPTOR

<b>MODULE TITLE</b>	LEADING AND DEVELOPING PEOPLE AND PROCESSES		
<b>MODULE CODE</b>	MD4081 (L7)	<b>CREDIT VALUE</b>	20 UK CREDITS / 10 ECTS
<b>SCHOOL</b>	SCHOOL OF BUSINESS MANAGEMENT		

### MODULE AIMS

This module approaches leading and developing people and processes from a socio-technical systems perspective. Organisations are viewed as being a set of interacting sub-systems – they employ people with capabilities, working towards goals, processes are designed and followed using technology and operating within a physical infrastructure, all encased by a shared set of cultural assumptions and norms.

Socio-technical theory espouses that the design and performance of any organisational system can only be understood and improved if both 'social' and 'technical' aspects are brought together and treated as interdependent parts of a complex system. Failure of organisational change programmes can occur because they focus on one aspect of the system over others with an accompanying lack of understanding and analysis of the complex interdependencies that exist. The aim is to develop an appreciation of all the interdependent aspects of how complex systems work.

This module challenges the students to think about how people, processes, systems and technology can work together to achieve a common set of aims internally and externally to the organisation. It will guide the development of both people and technical (operational/process) knowledge and skills. Analysis of people and processes will occur at the strategic and operational level, looking at how process and workforce planning and design work in tandem.

Students' will have the opportunity to develop their understanding of the importance of the design and effective implementation of processes within an operational and organisational context, how different processes are inter-related and the interdependencies that exist between processes that exist both horizontally and vertically in the organisation and how people are placed within the system and the impact of these planning and design decisions on effective and efficient performance.

The first part of the module aims to develop a student's knowledge of processes and systems that can exist within organisations and with external stakeholders. The second part focuses on the design and planning of people within these systems to achieve high performing workplaces.

The students will have the opportunity to develop their understanding and ability to apply relevant academic theories, tools, and techniques to practical real-world cases in order to appraise their impact and analyse their relevance and value in the workplace. Students will be able to critically appraise how people and processes can contribute to the achievement of organisational strategy and vision.

### MODULE CONTENT

Indicative syllabus content:

#### Part A

- Developing a systems and process mind – understanding the nature and context of systems and process management
- The design of operational strategies: managing processes and performance to deliver business goals and meet customer expectations
- Processes, systems and supply networks
- The application of Lean, Agile and Value Chain Philosophies
- Quality Management, Systems and Improvement Techniques

#### Part B

- Developing Strategic Human Resource Capability – High Performance Work Systems and HRM
- People Resourcing: Workforce Planning and Design, Succession Planning and Talent Management
- Managing Performance and Rewards
- Strategies for achieving Equality, Diversity, and Inclusion

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- Improving performance through Organisational Learning
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## INTENDED LEARNING OUTCOMES

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**On successful completion of this module a student will be able to:**

1. Critically analyse the design of operations (core or support) and the management of systems and processes within an organisational context (the way it works) and the subsequent impact that it may have on the effectiveness, efficiency and competitiveness of an organisation
  2. Critically evaluate the impact people capability strategies have on organisational performance through the application of relevant strategic HRM theories
  3. Critically discuss and evaluate how workforce planning and design can influence the effectiveness of operational and organisational performance
  4. Drawing on analysis of performance, make and justify recommendations for improvement
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## TEACHING METHODS

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Contact time will include formal lectures, small and large group discussion, individual and group tasks and presentations, individual and group tutorials.

All information relevant to the delivery will be available on Blackboard.

Students are expected to supplement this with self-directed study, outside the classroom.

Individual and group support will also be available by email and in person, outside of the class time and during working hours, when required.

There will be two assessment components, one written report and one presentation both individually produced and designed to assess the students' knowledge of the design, analysis and improvement of systems, processes and people and their interdependencies as well as strategies and practices designed to improve performance and capabilities.

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## ASSESSMENT METHODS

This module is assessed through an examination and an individual report.