Course Title: Work, Culture and Organisations

School: Management and Languages

On or Off Campus: On

Course Co-ordinator: Robert Graham

SCQF Level: 11

Course Code: C11OH

Semester: 1

Credits: 15

Pre-requisites: IELTS Academic English 6.5

Linked Courses: None

Excluded Courses: None

Replacement Course: Code: Date Of Replacement:

Availability as an Elective: Yes [ ] No [X]

Degrees for which this is a core course: MSc/PGDip International Business Management with International Marketing, Human Resource Management, Finance, Logistics or Sustainability Management

Aims:

This course introduces students to the exploration and study of a range of issues in contemporary organisational studies. Its focus is the origins, development and significance of schools of management thought from Scientific Management and the Human Relations School/Movement which have dominated management thinking for much of the last century and shaped, amongst other things, the ways in which organisations are structured, how people in organisations are managed, how people work, leadership and management styles, organisational culture and organisational identity. The course explores several of these elements at three distinct levels, macro, meso and micro and considers the ways in which they are linked. The macro level considers organisations as entities with, amongst other things, purpose, mission, values, culture, identity and takes its fundamental question to be what is an organisation? The course examines the relationships between organisations and the external environment and the ways they adapt to external pressures. It also explores internal factors such as power, politics, leadership, culture management, ethics and social responsibility. At the meso level the course explores the concept of team or group working and critically considers teams as a form of work design. At this level the course examines intra and extra group conflict, forms of group conflict and the ways in which these conflicts impact upon individual, team and organisational performance. The course considers the extent to which organisational and individual objectives can be reconciled and the ways in which the conflicts that emerge from, and through, the employment relationship are managed. Consequently, students examine management techniques such as Human Resource Management, Performance Management, Reward Management, work/job design and team-working and consider the extent to which these reflect and reinforce the organisation’s culture. At the individual or micro level, the course examines ways in which individuals find meaning at work, what work means to people and the ways in which it frames people's sense of identity.

Syllabus:

1. The contribution to contemporary organisational studies of Scientific Management and the Human Relations School/Movement.
2. The organisation and the external environment.
3. Organisational Identity and Image
4. Power, politics and influence in organisations, their sources, how they are employed and controlled, and the ethics of organisational power.
5. Approaches to leadership including transactional, transformational, and ethical leadership.
6. Group dynamics, the roles people play in groups, group norms and decision-making, the causes and management of conflict within organisations.
7. Human Resource Management with particular emphasis on performance management, reward management and a consideration of the extent to which these are deployed to reflect and reinforce an organisation’s culture.
8. Meaning at work and what this means to different generational groups.
9. Understanding the importance of organisation culture, how it develops and is maintained, international differences in organisational culture, and how culture can be an aid or a barrier to organisational change and development.
10. An exploration of contemporary issues in organisational theory and practice including generational diversity, meaning at work, international dimensions of leadership and management styles, cultural management, ethics, corporate social responsibility and employer branding.
## Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

### Subject Mastery

**Understanding, Knowledge and Cognitive Skills**
- Understand the importance of organisational studies, the boundaries of the topic, the terminology and conventions.
- Critically understand several theories and concepts of organisational studies and current issues in the topic.
- Develop original and creative responses to the problems facing managers and employees at work.
- Deal with complex issues and make judgements where information is incomplete.
- Critically review, consolidate and extend knowledge of the topic.

**Scholarship, Enquiry and Research (Research-Informed Learning)**

### Personal Abilities

**Industrial, Commercial & Professional Practice**
- Communicate aspects of the topic to various audiences.
- Communicate aspects of the topic with peers, senior colleagues and specialists.
- Use appropriate software.
- Evaluate relevant numerical and graphical data.
- Know what ‘people’ challenges face managers at work, and how the manager can attempt to solve these challenges.
- Understand the different research methods used in organisational studies.
- Offer practical solutions in problem solving through analysis and discussion.
- Use the WWW to determine scholarship in organisational studies, and use VLE to communicate with colleagues.
- Examine the findings of researchers in organisational studies.
- Deal with complex ethical and professional issues in organisational studies.
- Work independently and as a team player.

## Assessment Methods

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<thead>
<tr>
<th>Method</th>
<th>Duration of Exam (if applicable)</th>
<th>Weighting (%)</th>
<th>Synoptic courses?</th>
<th>Method</th>
<th>Duration of Exam (if applicable)</th>
</tr>
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<tbody>
<tr>
<td>Examination</td>
<td>3 hours</td>
<td>50</td>
<td></td>
<td>Examination</td>
<td>3 hours</td>
</tr>
<tr>
<td>Continual assessment</td>
<td></td>
<td>50</td>
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## Re-assessment Methods

- Examination: 3 hours
- Continual assessment: 50

## Date and Version

- **Date of Proposal**: May 2010
- **Date of Approval by School Committee**: September 2010
- **Version Number**: 2