

BH3391 – Strategic Aspects of Organisational Performance

Module Number: BH3391

Module Title: Strategic Aspects of Organisational Performance

Number of Aston Credits: 10

Total Number of ECTS Credits: 5
(European Credit Transfer)

1. Staff Member Responsible for the Module:

Dr Nicholas Theodorakopoulos

Work and Organisational Psychology Group

South Wing, Room 8015, Extension 3472

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Availability: Please see office hours on door or group administrator,
Jenny Thompson, South Wing 8002, Extension 3257

Other Staff Contributing to the Module

N/A

2. Prerequisite(s) for the Module BH1107 Organisational Behaviour

3. Module Learning Outcomes

Upon successful completion of the module students will be able to:

1. Appreciate how different key success factors at different levels, and their interrelation, affect organisational performance as a synthetic process.
2. Critically assess theory and concepts addressing people issues in organisations, especially in relation to the roles played by managers and professionals in enhancing organisational performance.
3. Suggest and apply appropriate theory and tools to improve organisational performance
4. Postulate how current changes taking place in organisations have and will continue to affect the role, demands, lifestyle and performance of those working in them.

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5. Demonstrate abilities to work within a group and individual context to critically evaluate key concepts and analyses in both written and oral format.

4. Module Content:

Week 14	Overview of the Module. The Link between Competitive Strategy and People Management
Week 15	Performance Management
Week 16	Learning and Knowledge in Organisations
Week 17	Strategic Leadership and Cultural Effectiveness
Week 18	Managing Strategic Change
Week 19	Managing Conflict and Negotiation
Week 20	Emerging Issues and Future Trends
Week 21	Presentations and Discussion
Week 22	Presentations and Discussion
Week 23	Presentations and Discussion
Week 24	Review of the Module and Preparation for Exam
Week 25	Revision Week

5. International Dimensions

Given the increasing internationalisation of a wide range of organisational activities, the module refers to international aspects of its components.

6. Corporate Connections

Throughout the module, students will be encouraged to reflect on what they have experienced in their placement year or other relevant experience they may have.

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7. Links with Research

The module links with research undertaken in strategic renewal and strategic entrepreneurship, especially with aspects of leading and learning in growth-oriented firms. It also links with a stream of research in supplier diversity, non-profit organisations and corporate social responsibility.

8. Learning and Teaching Rationale and Methods

Teaching methods include lectures, case studies, and group exercises. Reading around the subject is encouraged through the weekly setting of reading which is discussed in each session. Students are encouraged to read material broadly, outside the set readings, and research for themselves beyond the topics covered by the lectures. Excellent performance in the final examination and any coursework depends on demonstrating not only profound knowledge of the module content, but also the ability to apply this knowledge to real-life issues and to discuss it critically.

9. Contact and Directed Learning

Duration:

Contact Hours	24 Hours
Assessment	2 Hours
Preparation for Presentation	24 Hours
Reading and Individual Study	50 Hours
Total	100 Hours

10. Ethical Approval

This module does not require any primary research and no ethical approval will be necessary. Students are required to reflect on their experience to a certain extent, but this does not require ethical approval.

11. Assessment and Feedback Rationale and Methods

A closed-book written examination at the end of the term comprises 75% of the final mark. This will assess the ability to analyse, assess and critically discuss contemporary issues, theories and concepts relating to strategic aspects of organisational performance.

A group presentation in Weeks 21-23 constitutes 25% of the final mark. Students will select themselves into groups of 4-5 members, depending on class size. In the presentation, students are required to apply selected content from Weeks 14-20 of the module in the critical discussion of an article or a book section relevant to the module. The lecturer will provide a list with relevant literature at the start of term, but students are encouraged to find suitable literature on their own. After their presentation, each group will discuss with the lecturer the content of the presentation for about 5-10

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minutes. Each presentation group is given a mark depending on (a) the quality of the summary provided, (b) the evidence of critical analysis and evaluation abilities, and (c) the structure of the presentation and the answers in the discussion about the presentation, with equal weights on these three aspects. Please be advised of the marking criteria contained in the group presentation feedback sheet.

By default, all members of a group receive the same mark, except if group members raise concerns over equality of contribution in the relevant form or if the lecturer notices significant differences in the contributions of group members. In this case, marks are allocated to students according to their contributions, following the “Guidelines for the setting of group work assignments” (see Handbook on Blackboard™). For this purpose, students are required to keep records of group work in the form of notes from group meetings, to allow a full evaluation of contribution and effort, and should bring to the attention of the module lecturer any problems in the group at an early stage. It has to be stressed that students take final responsibility for the smooth running of the group process. In fact, demonstrating abilities to work within a group constitutes a learning outcome in its own right.

Feedback will be provided through the interactive and participative elements in the lectures and seminars of this module. On formal assessments, it is linked to the relevant marking criteria. This feedback can take different forms, including oral feedback or comment sheets. The aim of the feedback is to help the students develop the knowledge and skills needed for successful completion of the module, in line with the learning outcomes set.

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Group members:

Article

<p><u>Summary:</u> <i>Is there a clear articulation of the article's key purpose, arguments, findings & conclusions? To what extent has the team demonstrated its knowledge of the article?</i></p> <p><i>Has the team considered the nature of the article (theoretical, practitioner-oriented, research driven etc)?</i></p> <p><i>If the team has been selective in its analysis of key issues, has it provided a clear rationale for what it is going to examine?</i></p>	<p>Comments</p>	<p>Mark (score out of 100)</p>
<p><u>Critical Appraisal:</u> <i>Has the team offered either support for or criticism of the article or parts of it?</i></p> <p><i>Has the team been able to offer evidence in support of its views? (either real-world or supporting/contrasting academic work)</i></p> <p><i>Has the team been able to clearly demonstrate understanding of arguments? (by use of its own original examples or illustrations)</i></p> <p><i>Has the team been able to place the academic paper within a wider context (with reference to other works)?</i></p>	<p>Comments</p>	<p>Mark (score out of 100)</p>
<p><u>Presentation Structure & Question handling:</u> <i>Does the presentation have a clear introduction & conclusion?</i></p> <p><i>Did the team utilise the 15 minutes effectively? (time management?)</i></p> <p><i>Was the presentation professional and rehearsed?</i></p> <p><i>Did all team members participate and speak with confidence?</i></p>	<p>Comments</p>	<p>Mark (score out of 100)</p>

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How effective was question handling? Did the group support each other in responding?

Each of the above sections is equally weighted in its contribution to the overall mark

Overall Team Mark (%)

Module Leader: Dr Nicholas Theodorakopoulos

<i>Group Members</i>					
<i>Fair contribution to presentation (y/n)?</i>					