People and Organisational Management

Module Descriptor

Module Code: MAN4POM

Version: 10.00

Status: Final

Date: 15/09/2022

Summary Module Details

Module details

Module Title: People and Organisational Management

Module Leader: David Fagan/Sukhi Lidher

Module Mode: Supported online learning

Semester: Autumn (UK)

Level: 4

Credits: 20

Learning Hours: 200

Contact & Study Hours

Directed Study Time: 90 hrs (45%)

Self-directed Study Time: 50 hrs (25%)

Assessment Study Time: 60 hrs (30%)

Assessment Type

Coursework: 85%

Computer Marked Assessment: 15%

Self-directed Research Project: 0%

Portfolio: 0%

Module Summary

This module explores the question of "what is management?" and seeks to distinguish it from leadership. It explains the role and function of management within organisations in the construction and the built environment sector. It also considers the role of change as a central theme as organisations seek to come to terms with issues that are constantly impacting, both positively and negatively, on the people, management and the structures of organisations.

Taken on which Programmes

BSc (Hons) Building Control (C)

BSc (Hons) Building Surveying (C)

BSc (Hons) Construction Management (C)

BSc (Hons) Quantity Surveying (C)

BSc (Hons) Real Estate Management (C)

BSc Access Module (C)

Core (C) or Elective (E)

People and Organisational Management

Module Aims

This module aims to:

- Explain the role of managers in the construction and the built environment sector and how they achieve the organisational goals through effective deployment of the workforce and the supporting management theories and practice;

- Provide an overview of the way that organisations, and the people who comprise them, respond to external and internal stimuli in the pursuance of goals (both organisational and personal) and develop an understanding of how to apply these to contemporary situations that confront practicing managers;

- Develop an understanding of accounting concepts and the format and preparation of management and company accounts, including profit and loss statements, cash flow statements and balance sheets and how this supports or hinders organisational goals; and

- Develop appropriate research, reporting and communication skills so that problem resolution can be communicated effectively and efficiently.

Module Learning Outcomes

LO1. Identify the concepts and principles associated with people and organisational management in the context of construction and the built environment.

LO2. Describe the theory, models and practice underlying the management of people in organisations and discuss the differences between leadership and management.

LO3. Explain the factors that influence organisational structures and systems, the people management processes employed and the impact of management upon people's behaviour in organisations.

LO4. Demonstrate knowledge and skills to understand and interpret management scenarios.

Indicative Module Content

Module topics

- **Defining organisations and their business environments**

    Definition of what an organisation is and how it operates in the internal and external business environment. An exploration of the sum of internal and external factors such as employees, needs and expectations, management, clients, suppliers, owners, activities by government, innovation in technology, social trends, market trends, economic changes, etc. All these factors directly and indirectly affect the function of the organisation and how it achieves its organisational objectives.

- **Management theory and the development of management thinking**

    The understanding of older management theories and how they became a standard for organisational practice and how new theories are developed to explain modern and current trends in business.

- **Decision making in organisations and the use of management information systems**

  What constitutes effective decision making and how management information systems can support it. For optimal organisational effectiveness decision making is essential and should support management and leadership practice.

- **People management and the management of change**

  The wider effects of change, particularly on people and how they, as individuals and teams, move from the current situation to the new one. The changes can vary and may include simple ones relating to processes or major changes in policy or strategy.

- **Motivation in the Workplace**

  Understanding and explaining the importance of motivation in the workplace and how managers can utilise it toward meeting organisational goals. Capitalising on understanding why people do what they do and fostering a motivated workforce means better organisational performance.

- **Accounting procedures and principles**

  Understanding of accounting concepts and the format and preparation of management and company accounts, including profit and loss statements, cash flow statements and balance sheets and how this supports or hinders organisational goals.

This content will be reviewed and updated regularly to reflect the legal, moral and financial changes in professional standards and practice.

Overview of Summative Assessment

Module learning outcomes	Assessment	Word count or equivalent	Weighting
LO1, LO2	**Assessment 1** Coursework	750	25%
LO1, LO2, LO3, LO4	**Assessment 2** Coursework	1,800	60%
LO4	**Assessment 3** Computer Marked Assessment (CMA)	450 word equivalency	15%

Module Pass Mark (as a weighted average of all assessments): 40%

Key Module Learning Resources

Core Sources and Texts

The core reading resources within each module will be provided via the specific Virtual Learning Environment (VLE) module pages and within the e-Library. Additional reference

material and supplementary resources to support your studies are available through the UCEM e-Library.

Module tools

Students will have access to study materials, dedicated academic support, student forums, and learning activities via an online learning platform (VLE).

The module page on the VLE is broken down into structured study weeks to help students plan their time, with each week containing a mixture of reading, case studies, videos/recordings and interactive activities to go through. Online webinars/seminars led by the Module Leader can be attended in real time and provide opportunities to consolidate knowledge, ask questions, discuss topics and work through learning activities together. These sessions are recorded to support students who cannot attend and to enable students to recap the session and work through it at their own pace. Module forums on the VLE provide further opportunities to discuss topics with other students, complete collaborative work and get extra help from the module team.

Professional online resources

The e-Library provides access to trusted, quality online resources, selected by subject specialists, to support students' study. This includes journals, industry publications, magazines, academic books and a dissertation/work-based library. For a list of the key industry specific and education resources available please visit the VLE e-Library.

Other relevant resources

Access is also provided to further information sources that include the British Library and Open University UK catalogues, as well as providing a monthly current awareness service entitled, *Knowledge Foundations* - a compendium of news, research and resources relating to the educational sector and the Built Environment.

The module resource list is available on the module website and is updated regularly to ensure materials are relevant and current.