

Liverpool John Moores University

Title: MANAGING PERFORMANCE AND ENGAGEMENT
Status: Definitive
Code: **6312BUSBS** (122044)
Version Start Date: 01-08-2021

Owning School/Faculty: Business and Management
Teaching School/Faculty: Business and Management

| Team | Leader |
|----------------|--------|
| Alistair Beere | Y |

Academic Level: FHEQ6
Credit Value: 20
Total Delivered Hours: 44
Total Learning Hours: 200
Private Study: 156

Delivery Options

Course typically offered: Semester 1

| Component | Contact Hours |
|-----------|---------------|
| Lecture | 11 |
| Seminar | 33 |

Grading Basis: 40 %

Assessment Details

| Category | Short Description | Description | Weighting (%) | Exam Duration |
|----------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Report | RPT | Written individual report analysing the engagement of employees with the performance management strategy, policy and practice and making recommendations for improvement in an organisation of the student's choice. 4500 words | 100 | |

Aims

The module forms part of the BABS HRM ROUTE which aims to provide the knowledge requirements of the CIPD Certificate HRM Intermediate Standards

Learning Outcomes

After completing the module the student should be able to:

- 1 Critically appraise the line manager and HR roles, relationships and models of delivery for High Performance Working in a range of contemporary settings.
- 2 Argue the business case for high performance working including its impact on culture and change management.
- 3 Know how to implement strategies and practices intended to raise levels of employee engagement both locally and globally.
- 4 identify and explain the contribution of performance and engagement practices to business success.
- 5 Demonstrate ability to evaluate the findings of recent studies in performance and engagement and relate them to a range of contemporary settings.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

| | | | | | |
|--------|---|---|---|---|---|
| REPORT | 2 | 3 | 4 | 5 | 1 |
|--------|---|---|---|---|---|

Outline Syllabus

Conceptualising the organisation: the strategic link
The Harvard model of HRM: stakeholders
Models and methods of aligning performance
Performance owned and driven by the line
High Performance Working culture
Managing the move to a HPWO
Employee engagement: unitarism and pluralism
Engagement strategy, policy and practice
Barriers to effective engagement
Managing attendance
Performance Improvement
Employee well being
Employer Branding and global engagement
Evaluating the contribution of HPW to success
Engagement and sustainability

Learning Activities

Lectures are used to introduce different conceptual frameworks in high performance working and engagement and to direct independent study time.

The weekly 3 hour seminar allows rich discussion, group work, case studies, role play and the application of theory to practice.

Notes

This module delivers specialist HRM content to BABS students who may be aspiring line managers and/or HR managers. It considers the roles of line managers and HR managers in a range of organisations of different sizes and sectors.

The module will provide the knowledge requirements of the Chartered Institute of Personnel and Development Certificate in HRM at Intermediate Standards and as part of the HRM Route will equip students with the academic content required to achieve Associate Membership of CIPD.

The module is mapped against LJMU WOW skills and graduate skills, is fully accessible through Blackboard and supported by on line materials through recommended texts.