

PS7501 - The Role of People & Processes in Organisation (10ECTS)

The overall aim of the module is to provide a framework for understanding how organisations and their operational processes work. The key focus of this module is on the productive role of people in processes and involves examining the main relationships which influence the way in which the process works and its consequent effectiveness in producing value of different kinds. It addresses the role of social relations in productive systems and the role of information and knowledge in the functioning of such systems. The module also focuses on the systematic analysis and modelling of organisational systems that is practical, methodologically sound and theoretically rigorous. This module fills a gap in the current literature about socio-technical systems. It integrates a systemic approach to human factors, a functional, operational focus on organisations and their cultures, a people-centred view on process analysis, and a technical/functional understanding of the content of the knowledge that enables the process to happen. This module defines what are the system and cultural parameters that need to be managed, resourced, designed and changed.

PS7503 – Managing Performance & Risk (10ECTS)

Increasingly organisational strategy is being driven by the appraisal and analysis of the risks faced by the organisation and its operations. This creates a focus on what the organisation needs to do to meet the challenges in its current environment and anticipate future threats. Core to this is the analysis of operational performance, both performance outcomes (using suitable performance indicators) as well as the inputs or antecedents of process performance. This module will focus primarily on the risks that relate to the operational system itself. While one central focus will be on the risk of safety failure, this will be in the context of a wider range of managing the risk of managing the overall change itself. The module will locate risk management within the evolution of quality and safety management systems and introduce concepts of probabilistic risk assessments. It will look at the strengths and weaknesses of such systems, particularly in relation to their capacity to stimulate change. It will examine the specifically human aspects of risk and reliability. The requirements for a performance-based management system will be examined, particularly in the context of complex ultra-safe systems like aviation.

PS7505 – Leading Change (5ECTS)

This module will draw together the leadership demands from all the other modules in the programme into a single framework that comprises an agenda for leading and managing the risk in implementing change initiatives. It will develop a framework through which the students can see their professional role and how it might be developed. It will allow them to assess their own leadership style and skills and evaluate the situational aspects of leadership practice. It will address professional and ethical aspects of managing risk and change and how dilemmas and contradictions can be resolved. It will support the development of an effective business case to support a strategic intervention.

PS7506 – Strategic HR Management (5ECTS)

The aim of this module is to demonstrate the importance of developing key Human Resource functions that can more fully support change and innovation in an integrated manner. A strategic and integrated approach to Human Resource development is perceived as enabling the provision of a committed, flexible, suitably skilled and qualified workforce to meet business needs, which is fundamental to supporting operational needs and ultimately organisational success. This module is designed to give the students a strong theoretical and practical knowledge of Human Resource Management in order to develop their ability to make an effective contribution at a strategic level in today's rapidly changing organisational contexts.