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.

PS7502 – Stability & Change (10ECTS)

The overall aim of the module is to understand the difficulties organisations encounter in their attempts to successfully implement and sustain effective strategic change management programmes and how to overcome these. The module addresses the key reasons why change initiatives are difficult, why they so often fail and what are the key factors that make for stability in organisations. Building on this understanding the module develops a synthesis of the key change enabling factors that organisations need to pay attention to when addressing organisational or system change, with a particular emphasis on the role of information and knowledge management. It addresses how to develop a strategic business case for change taking account of the competitive environment, the internal capacity of the organisation and the changing role of leadership in managing change.

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.

PS7504 – Socio-Technical System Design (10ECTS)

The overall aim of the module is to address the role of the user and the operator in design; and ensure that the design process meets operational and social needs. Sociotechnical systems are complex systems that bring together human and non-human elements (technology, resources, environment, etc) in an integrated manner to achieve the goals of people, organisations and society. This module will equip students with the knowledge and skills required to understand the complex design space embodied by sociotechnical systems design as well as the knowledge and skills required to work towards solutions to the complex design problems associated these systems. The module will centre around the theme of real-world analysis and design processes associated with real-world complex sociotechnical systems. This module will be guided by the principles of human-centredness in terms of analysis and design, iterative process and an orientation towards the achievement of measurable operational outcomes for organisations.

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.

PS7507 – Statistics & Action Research Methods (10ECTS)

This module will run throughout the programme and will take an action-research-oriented approach. The overall aim of this module is to provide the students with the fundamental principles and tools to conduct action-based research, understanding the principles of this type of research and how qualitative and quantitative methods can support this overall research orientation. This module not only provides the necessary support to conduct all aspects of an academically rigorous dissertation but it provides a platform to build upon their experiences to more effectively combine their action research role with their regular organisational role. The module will cover the principles, methodologies, opportunities and challenges of action-based research, both qualitative and quantitative research methods and the key essential principles of psychometric theory, survey design, development and validation