

<b>Module code</b>	MGT505	<b>Level</b>	5
<b>Module title</b>	Managing Performance and Innovation	<b>Credit value</b>	20
<b>Common/Core/ Elective</b>	Core	<b>ECTS Credits</b>	10
		<b>Notional learning hours</b>	200
<b>Courses on which the module is taught</b>	BA (Hons) Business and Management	<b>Teaching Period</b>	Spring

### 1. Module description

In this module, you'll learn how to define and manage performance using a range of measures – both financial and non-financial. You'll explore decision making and data-driven organisations and look at practical ways to understand business performance and manage innovative change to improve its performance.

You'll examine business process reengineering and continuous improvement, as well as the roles and types of innovation used in improving organisational and team performance.

Managing performance in current times means addressing huge challenges in terms of communication, collaboration, decision-making, internal alignment and accountability. You'll explore how to overcome these by finding new ways of working with data and different ways of working with people.

### 2. Learning outcomes

*Upon successful completion of this module you will be able to:*

#### **Innovation (MLO 02)**

Analyse and develop the value proposition and performance of an organisation or part thereof, combining curiosity and creativity

#### **Decision-making (MLO 04)**

Analyse and reflect on different performance indicators to inform decision making.

#### **Digital Data and Tools (MLO 06)**

Analyse and use digital tools and data management responsibly in defined business contexts.

### 3. Learning and teaching methods

This module incorporates a variety of educational methods including group activities, group discussions, mini-case studies and workshop activities. Performance will be considered in a range of different contexts and a variety of methods for evaluating and improving it will be utilised (e.g. balanced scorecard or Egan analysis). These tools will be applied to both external case-based companies, and to your student teams themselves to understand the impact of measures and what behaviours can influence them. A range of data sources will also be interrogated to practice gaining performance information from underlying data.

<b>Learning hours</b>	
<b>Directed learning</b>	<b>48 hours</b>
Workshops/ classes	48
<b>Guided/Self-guided learning</b>	<b>152 hours</b>
<b>Total</b>	<b>200</b>

Assessment tasks	MLO2	MLO4	MLO6
Group Report (Consultancy)	X	X	X
Report (Team Performance)	X	X	

#### 4. Assessment, formative feedback and relative weightings

##### Assessment 1 – Report (Group Assessment)

**Weight (%):** 50%

**Word Count or Equivalent:** 2,000 words

Assuming the role of a consultancy team, you need to analyse a case study of a selected organisation (or part thereof) and identify an appropriate way to evaluate its current performance. You then need to identify ways in which this unit should innovate to achieve desired new levels of performance over an appropriate time scale. So you will be evaluating how well it is doing now, what is practicable in terms of improvements over a given timescale and how these improvements are to be achieved.

##### Assessment 2 – Report

**Weight (%):** 50%

**Word Count or Equivalent:** 1,000 words

You are required to submit an individual report where you analyse how your team worked together to conduct Assessment 1. This submission should include your analysis of the process(es) your team went through to produce the final report, the quality of that report, and how well you worked together as a team to do so. You should also identify how your collective approach to this could usefully have been improved.

Each summative assessment will be preceded by an opportunity of formative assessment accompanied by formative feedback.

#### 5. Indicative resources

- Schilling, M. (2022). *Strategic Management of Technological Innovation*, McGraw-Hill, 7th ed.
- Bhaskar, H. L. (2018). Business process reengineering framework and methodology: a critical study. *International Journal of Services and Operations Management*, 29(4), 527-556.
- Austin, R. D. (2013). *Measuring and managing performance in organizations*. Addison-Wesley
- Gibson, A. (2021). *Agile Workforce Planning: How to Align People with Organizational Strategy for Improved Performance*. Kogan Page
- Kim, W.C. and Mauborgne, R.A. (2015). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant* Harvard Business Review Press