UNIVERSITY of BRADFORD

Module Details

Module Title	Organisational Agility DL
Module Code	HRM7030-A
Academic Year	2024/5
Credits	10
School	School of Management
FHEQ Level	FHEQ Level 7

Contact Hours

Type	Hours
Online Seminar (Synchronous)	12
Online Tutorials (Synchronous)	16
Groupwork	22
Directed Study	50

Availability

Occurrence	Location / Period
DLA	University of Bradford / Non Standard Year

Module Aims

To explore the nature and configuration of the strategies, structures, processes, and human and technological resources that are required to enable an organisation to become truly agile, i.e. able to sense, assess, and respond to opportunities and threats rapidly, creatively, and reliably, to facilitate the co-creation of value with and for stakeholders.

Outline Syllabus

Developing a culture that encourages reimagining both who the organisation creates value for, and how they do it.
Gaining commitment to creating value with, and for, a wide range of stakeholders, including employees, investors, partners, and communities.
Development of distributed, flexible approaches to creating value that are continually evolving to meet the needs of all their stakeholders.
Integration of external partners into value creation systems.
The paradox of stable but flexible structures. Importance of human business and social networks, how to create, scale, and collaborate within them.
Empowerment of teams to operate with high standards of alignment, accountability, expertise, transparency, and collaboration, and the creation of a stable ecosystem that such teams need to operate effectively. Enabling speed in an iterative cycle of thinking, doing and learning, ensuring rapid progression from creative ideas to value-adding outputs, accelerating strategic thinking and execution.
Development of organisational cultures that put people at the centre, and engages and empowers everyone in the organisation. This culture will promote leadership which empowers and develops people, grows a strong community, and fosters the entrepreneurship and skill building needed for agility to occur.
Leaders as visionaries, architects, and coaches that empower and serve the talent in the organisation, demonstrating shared and servant leadership.
Integration of a range of next-generation technology development and delivery practices into the business.

Learning Outcomes

Outcome Number	Description
O1	Evidence a clear understanding of the principle factors involved in creating an agile organisation that is capable of balancing stability and dynamism.
O2	Exhibit critical awareness and understanding of the issues affecting an organisations' ability toreconfigure in response to a dynamic environment.
O3	Demonstrate an ability to constructively reflect on the behaviours and skills required to lead adiverse and inclusive group, particularly in relation to a groups' ability to make businessdecisions, while taking into account the complexity of human relations.

Learning, Teaching and Assessment Strategy

Lectures will be used to deliver core syllabus concepts, followed by identification of key group and individual processes and activities that must completed to find effective solutions to the problems inherent in transforming an organisation into a truly agile format.

Groups of 3 or 4 participants will work on an implementation plan for the transformation of an organisation (real, or case-study/simulation based), with each member taking responsibility for mutually agreed elements of the process, presenting alternatives to their team for discussion, review, recommendations and final selection. A group presentation of the outcomes of their decisions will comprise 50% of the assessment, and a reflexive 1000 word individual essay relating to the roles fulfilled within the group assessment will provide the remaining 50% of the assessment.

Mode of Assessment			
Type	Method	Description	Weighting
Summative	Team-Based Learning Assessment	Problem-based tasks, completed by team members, reviewed by peers, before group 20 min presentation to assessor.	50%
Summative	Coursework - Written	Individual reflexive account of the process. 1000 words.	50%

Reading List
To access the reading list for this module, please visit https://bradford.rl.talis.com/index.html

Please note:
This module descriptor has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but minor changes may occur given the interval between publishing and commencement of teaching. Upon commencement of the module, students will receive a handbook with further detail about the module and any changes will be discussed and/or communicated at this point.