MODULE HANDBOOK
January 2024-April 2024

Leading High-Performing Organisations
BEMM181DA

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Managing Performance

We define *leading* performance as *improving the ability of organisations to create economic, social and financial value for their stakeholders*.

This is why organisations exist: to create value. It is through value creation that they derive income and profits that make them financially sustainable and allow them to continue. This is equally true of not-for-profit organisations such as public sector bodies and charities. They too must create value in order to be sustainable.

The nature of value creation differs from organisation to organisation, but some basic principles apply always. All organisations need finances in order to carry out their mission, and to justify their finances they need to create economic value and demonstrate a return on investment. But there is more to it than just money. Our society faces huge challenges: the aftermath (we hope) of the pandemic, rising political instability, entrenched social and economic inequalities, the looming environmental crisis. As leaders of organisations, private or public, we need to work out how we meet those challenges, because if we are not part of the solution, we are part of the problem. How do we create social value as well as economic value?

The answer lies in part in a greater understanding of how to create financial value, because in financial value likes they to making the organisation viable and sustainable. All three concepts, economic value, social value and financial value, interrelated and interlock. Our aim in this module is to show you how this works. We will be talking about how to manage people to encourage them to give superior performance alongside how to manage and improve financial performance because, in reality, these things go hand in hand. They are the *yin* and *yang* of leadership, two halves of the same whole.

Skill acquisition: You will develop several transferable skills at a strategic level, including: a greater understanding of systems thinking and complexity, an understanding of the relationship between high performance value creation, an understanding of group and team dynamics, the ability to create an inclusive and resilient organisation culture, and high levels of financial literacy to enable confident discussion of complex financial issues amd development and implementation of high-level financial strategies. The module builds on recent research and scholarship in the fields of organisation dynamics, diversity and inclusion, value creation, high performance, organisation culture and stakeholder theory.

The aim of the module is to enable you to:

Create an inclusive and resilient organisational culture, encouraging diversity and difference.
Manage knowledge effectively and design communications frameworks to enable high-performance working.
Develop high levels of financial literacy to enable confident discussion of complex financial issues amd development and implementation of high-level financial strategies.
Work to create social value as well as economic value within frameworks of responsible management and governance.
Develop a holistic perspective of leadership at a high level which will enable challenge and stretch across the organisation.
Develop the skills of the workforce to create teams and organisations capable of reaching high-performance goals.

Build collaborative relationships by managing complex relationships across multiple and diverse stakeholders to enable the creation of economic, social and financial value.

INTENDED LEARNING OUTCOMES (ILOs)
On successful completion of this module **you should be able to**:

Module Specific Skills and Knowledge:

1	Understand systems thinking and organisational complexity.
2	Develop a holistic understanding of organisations and the relationship between high performance and value creation.
3	Develop a high-level understanding of financial strategies and financial governance, with an ability to relate these to organisational performance.
4	Understand organisational and team dynamics and individual motivation, and the ability to show how these interrelate to lead to high performance.

Discipline Specific Skills and Knowledge:

5	Lead and develop people by enabling an open and inclusive high performance work environment by setting goals and accountabilities for individuals.

Personal and Key Transferable/ Employment Skills and Knowledge:

6	Create an inclusive and resilient organisational culture, encouraging diversity and difference.
7	Manage knowledge effectively and design communications frameworks to enable high-performance working.
8	Develop high levels of financial literacy to enable confident discussion of complex financial issues and development and implementation of high-level financial strategies.
9	Work to create social value as well as economic value within frameworks of responsible management and governance.
10	Develop a holistic perspective of leadership at a high level which will enable challenge and stretch across the organisation.
11	Develop the skills of the workforce to create teams and organisations capable of reaching high-performance goals.
12	Build collaborative relationships by managing complex relationships across multiple and diverse stakeholders to enable the creation of economic, social and financial value.

Learning and Teaching

The module is delivered through a blended learning approach and guided independent study, mostly online at a time and place to suit your convenience, access is 24/7 to the Exeter Learning Environment (ELE).

Blended learning is delivered through a number of apps in the ELE platform, which includes online reflective journals, online development plans, collaborative spaces and forums, small group learning sets using skype, and larger webinars using the Adobe connect system, as well as reading and online content with one to one support from your module lead.

The assessment is two-fold with formative assessments through feedback on your reflections and summative assessment through two papers based on your learning and the value creation opportunity/opportunities you can identify for your organisation.

The different elements to each week are broken down into bit sized learning and interaction, allowing activity to be dispersed during the working day. It is important to however interact with your cohort peers though a variety of means, to test your thinking and sense making of the areas and content being covered.

Key learning elements and Apps
- Personal online reflective journal – this is a place to capture your thoughts, insights, actions and learning goals as you work through the module.
- Collaborative space – a space to drop you concise thinking around subjects for challenge and support from your colleagues
- Blog – this is the formative assignments, designed to help you synthesise your learning and seek comment
- Films and content online, articles, blogs and film clips will be on line a lot of the time to read, provoked thinking and do print off or pull off interactive exercises to capture outputs to take back into your reflective journals.
- Personal strategic development plan – a place to start working on your plan to take you not only through the module but the whole MBA and further on.
- Offline learning, selected books have been suggested, and you are encouraged to undertake further independent reading around issues of importance and interest.
- Link to uploading your final assignments, a 2,500 word essay on the nature of value creation and a 5,000 word project report identifying a value creation opportunity for your organisation.

The module is structured as follows:

Week 1

Creating economic value; creating social value; creating financial value

Week 2

Masterclass #1

Week 3

Understanding individual motivation; understanding role theory; building trust
Webinar #1

Week 4

Recruitment and selection; diversity and inclusion; talent management; team decision-making
Webinar #2

Week 5

Cost behaviour; margin of safety; target profit; profit-volume charts
Webinar #3

Week 6

Organisational health; organisational resilience; behavioural economics

Week 7

Masterclass #2

Week 8

Organisations as complex systems; scenarios and forecasting; integrated reporting
Webinar #4 – assignment briefing

Week 9

Assignment planning
Webinar #5

Week 10

Law and competitive advantage; corporate governance; corporate risk
Webinar #6

Week 11

Social responsibility; the bottom of the pyramid; ethical decision making

Week 12

Creating shared value

Week 13

Writing week

Week 14

Assignment submission

Reading List

Basic reading: we suggest you consult the following as way of developing deeper knowledge of some of the technical aspects of the module:

Lucy Widdowson and Paul J. Barbour, *Building Top-Performing Teams,* London: Kogan Page, 2021

Peter Atrill and Eddie McClaney, *Accounting and Finance for Non-Specialists,* Twelfth edition, Pearson

These are not required readings as such, but we recommend them as sources for thinking:

Philip Kotler, *Confronting Capitalism*, AMACOM 2015.

Andrew Grove, *Only the Paranoid Survive*, Profile Books, 1998.

Paul Hopkin, *Fundamentals of Risk Management*, Kogan Page, 2018.

Peter Senge et al, *The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World*, Nicholas Brealey, 2008.

Charles Handy, *Understanding Organizations*, Penguin, 1993, 4th edn.

Gay Haskins and Mike Thomas, *Kindness in Leadership*, Routledge, 2018.

Eve Poole, *Leadersmithing: Revealing the Trade Secrets of Leadership*, Bloomsbury, 2017.

Bernard Marr, *Strategic Performance Management*, Routledge, 2008.

Mary Parker Follett, *Creative Experience*, Ravenio Books, 2016 (originally published in 1924)

MODULE ASSESSMENT – BEMM181DA

This module is assessed by two assignments and several formative exercises:

Date due (for both summative assignments): 4th December 2023.

Formative or % Contribution:	Form of Assessment:	Size of the assessment e.g. duration/length	ILOs assessed by this assessment:	Feedback method:
Formative	Reflective practice exercises	20 mins	Relevant to the week written	Verbal on request
30%	**Assignment 1** Essay on managing performance	2,500 words	All	Written
70%	**Assignment 2** Case study analysis	5,000 words	All	Written

Assignment 1: Essay, 2,500 words. This assignment is worth 30% of the overall module assessment.

You are asked to write an academic essay on the following question:

'What are the key factors required to build high-performing organisations that are capable of creating economic, social and financial value?'

Please note that this is not a reflective paper, and you should not refer solely to your own organisation. We want you to think about general principles, and apply knowledge you have taken away from the module.

Your essay should reflect the theoretical concepts we will discuss in the both the reading weeks and masterclass, and make appropriate reference to academic literature. Be sure to evidence your conclusions fully and provide references to back up your views; we need hard arguments, not opinion or belief.

If you are unfamiliar with essay writing or it has been a while since you wrote one, the Royal Literary Fund has produced a useful guide to essay writing. You can find it at
https://www.rlf.org.uk/resources/writing-essays/

Marking Rubric for written Assignment 1

Mark	(Fail)	(Condonable Fail)	(Pass)	(Merit)	(Distinction)	Weighting
Marking Criteria	**<40**	**40-49**	**50-59**	**60-69**	**>70**	**% of total mark**
Analysis and content Demonstration of logical analysis and critical reflection.	No critical analysis and weak content.	Gaps in knowledge and only superficial understanding with little or no analysis	Some weak content and analysis.	Good content and analysis	Excellent arguments, strong analysis.	40%
Style and Structure 1) Clear structure, and attention to grammar and spelling. 2) Use of recommended and other reading materials. 3) Correct academic referencing.	Poor structure and grammar which is hard to follow or understand; incorrectly formatted, with no references or poorly chosen ones.	Weak structure and unclear writing which is hard to follow and errors in referencing	A reasonable structure and use of language. Some errors in grammar, vocabulary & referencing. Limited choice of references.	Good structure and grammar, which is easy to follow & understand. Few instances of typos or formatting errors. Evidence of further research and wider reading.	Clearly structured and lucidly expressed. Only minor errors in language, grammar or referencing. Evidence of further research. Excellent range and quality of references to support analysis.	20%
Use of evidence and sources	Very weak evidence, few sources	Insufficient evidence and lack of detailed sources	Adequate evidence but lack of detailed sources	Good critical use of evidence and sources	A wide range of evidence and excellent critical use of sources	40%
						Total 100%

Assignment 2: Case study analysis, 5000 words. This assignment is worth 70% of the overall mark.

Analyse the Bridgewater Logistics plc case study, which you fill find on this page, and write a report on what you find. You need to look at both the parent company, Bridgewater, and its newly acquired subsidiary, Stratum Drinks Wholesaler Ltd. The company description is in the accompanying word document, with the accounts of Stratum Drinks Wholesaler Ltd in a separate spreadsheet. **Be sure to read both documents thoroughly.**

Your report should have two components. You will be marked equally on both (35% for each)

First, from the information you have to hand about Bridgewater, identify the key problems the company faces that are holding back performance and hindering value creation. Be careful here to distinguish symptoms from root causes. When looking at the challenges the company faces, what is likely to be the real problem here? Then, make recommendations to the board as to how the company could improve performance and add value. Make sure those recommendations deal with those deeper problems you have identified.

Second, the CEO in particular has staked a lot of his reputation on the acquisition of Stratum Drinks Wholesaler Ltd. The accounts for the year ending 31st December 2022 are attached in a folder together with forecast data for the rest of this year, 2023. Using appropriate ratios, you are to critically analyse the accounts for 2022 and the forecast accounts for 2023. Prepare a report for the Bridgewater board to include this analysis. The report should also identify any concerns for the future performance of Stratum together with your recommendations.

Marking Rubric for written Assignment 2

Mark	(Fail)	(Condonable Fail)	(Pass)	(Merit)	(Distinction)	Weighting
Marking Criteria	<40	41-49	50-59	60-69	>70	% of total mark
Analysis and Reflection Demonstration of logical analysis of the problem.	No critical analysis.	Poor critical analysis and lack of understanding of the problem	Some weak critical analysis.	Good critical analysis	Excellent arguments, strong analysis.	40%
Style and Structure 1) Clear structure, and attention to grammar and spelling. 2) Use of recommended and other reading materials. 3) Correct academic referencing.	Poor structure and grammar which is hard to follow or understand; incorrectly formatted.	Weak structure with a number of missing elements	A reasonable structure and use of language. Some errors in grammar and vocabulary.	Good structure and grammar, which is easy to follow & understand. Few instances of typos or formatting errors.	Clearly structured and lucidly expressed. Only minor errors in language, grammar or referencing. Evidence of further research.	20%
Practicality of the solutions offered Are the solutions practical and would they be implementable in practice?	Solutions are badly defined or thought through and likely to fail.	Solutions are poorly defined and practicality is not evident in any way	Solutions are poorly defined and laid out, and practicality has not been fully demonstrated.	Solutions look sound, there is a clear demonstration of practicality	A persuasive and well described set of solutions that are clearly defined and practical	40%
						Total 100%

Submission Guidelines

Please submit your assignment(s) electronically only through the assignment submission link on the Exeter Learning Environment (ELE) module webpage. Do not submit any paper copies.

All submissions when uploaded must include the following information on the front sheet:

Module Code: BEMM115DA

Module Name: Managing Performance

Candidate Number: e.g. 012345 (on every page)

Word Count: e.g. 2500 words

Page numbers:

You should **not** include your student number (9 digit number beginning with 6) or your name

Late Submission of Assignments

You must submit your assignment(s) by the deadline(s) specified, if you fail to submit on time, the following penalties apply:

- The penalty for assessed work submitted up to two weeks and without an agreed extension is a capped mark of 50%.
- Assessed work submitted more than two weeks beyond a submission date will receive a mark of zero.

Genuine mitigating circumstances should be supported by a Medical Certificate from your doctor in the case of illness. In all circumstances we will require formal evidence.

Referencing: You must provide a list of the articles and texts you have referred to. You should use the **APA** system of referencing. Details are on the student intranet and on The Library ELE course http://vle.exeter.ac.uk/course/view.php?id=3608 under 'Referencing and Research'

APA Referencing Examples:

Journal or periodical article (online with DOI)

Reference list entry:

Delahaye, A., Booth, C., Clark, P., Procter, S., & Rowlinson, M. (2009). The genre of corporate history. Journal of Organizational Change Management, 22(1), 27-48. doi: 10.1108/09534810910933898

In-text citation:

(Delahaye, Booth, Clark, Proctor, & Rowlinson, 2009, p. 28)

Book (single or multiple author)

Reference list entry:

Krugman, P. R., Obstfeld, M., & Melitz, M. J.(2012). International economics: Theory & policy (9th ed.). Harlow: Pearson Education. In-text citation: (Krugman, Obstfeld, & Melitz, 2012, p. 23)

Further examples can be found here:

http://vle.exeter.ac.uk/pluginfile.php/433748/mod_resource/content/4/Business%20School%20AZ%20of%20example%20APA%20references%202014.pdf

There are a number of referencing programmes which may help you in your work, details of these may be found on the Library web pages at:

http://as.exeter.ac.uk/library/usingthelibrary/referencing/referencingsoftware/

Cheating and plagiarism: You will be able to use a system called "Turnitin" through ELE to check your assignments for plagiarism before you submit. If we suspect that you have plagiarized, we may also use this system to check (in addition to our usual methods of identifying plagiarism). Plagiarism can lead to exclusion from the module and is taken extremely seriously. "The University treats very seriously any case of a student attempting to seek unfair academic advantage through plagiarism or cheating'. Extract from Plagiarism and Cheating issued by the Academic Secretary, August 1996. For further guidance on Academic Honesty see the following web link:

http://as.exeter.ac.uk/support/staffdevelopment/aspectsofacademicpractice/assessmentandfeedback/academichonestyandplagiarism/

What is Turnitin? Each of the DA modules has an accompanying page on ELE where you will find details of Turnitin, our electronic submission system. Turnitin is a Web-based service that can find and highlight matching or unoriginal text in a written assignment. It uses data-mining to compile a large database of electronic academic materials which it indexes and stores. Faculty can send their students' assignments to the Turnitin database or allow students to send their own assignments to the service for checking. Turnitin basically checks the assignment against its database of materials to look for matches or near-matches in strings of text. Turnitin then generates an Originality Report online. The Originality Report summarizes and highlights matching text. Students find the Originality Report useful for editing papers that include too many quotes and paraphrases. For further information, see the following website:

https://turnitin.com/static/training/student.php

Word Counts

You are required to meet the specified word count as detailed in the module handbook. There is a margin of +/- 10% (please refer to the list below on content included in the word count) on the specified work count e.g. 1500 words (permitted margin of 1350 or 1650). You must specify the word count on the assignment submission form and checks will be made to ensure that this is correct.

The following content is **NOT** included in a final word count:

- Reference list
- Bibliography
- Appendices
- Front cover sheet (refer to detail above)

The following content **IS** included in a final word count:

- Title
- Contents page
- Abstract
- Executive summary
- Main body of text
- Words used in tables, graphs and other forms of data presentation (including titles of figures)
- In text quotations
- In text references
- Footnotes
- Section headings