



PRIFYSGOL CYMRU
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UNIVERSITY OF WALES
Trinity Saint David
SWANSEA - ABERTAWE

MA/PGDIP Strategic People Management

Module Handbook: BMHR7013

Shaping Cultures

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LEARNING AIMS

- By the end of this module you will have a deep, critical understanding of workplace behaviour and culture that supports successful organisations.
- You will learn about positive organisational cultures that promote performance and help sustain organisations. You will develop a critical understanding of how to measure culture, identify cultural changes to support current and future strategy and change behaviour. The knowledge you will learn and critical thinking skills you will develop will enable you to synthesise a wealth of information about culture in order to create appropriate and well justified solutions for your organisation.
- It will equip you with the knowledge required to operate at CIPD Associate Member level, by exploring topics covered in the core knowledge area of Culture and Behaviour.

LEARNING OUTCOMES

1. What culture is and why it is important.
2. Models to analyse and explain culture and organisational behaviour.
3. Different theories about human behaviour.
4. How to motivate and engage employees.
5. How to drive an inclusive culture.
6. The link between wellbeing and performance.

INDICATIVE CONTENT

By the end of the module you will have a critical understanding of:

1. What culture is and why it is important.

Definition of culture and how it supports organisational success. Positive and negative cultures. How people practices impact on behaviour, culture, systems and structures. Types of culture to support specific objectives – innovation, problem-solving, collaboration. Cultures necessary for long term sustainability - supportive cultures that focus on wellbeing and inclusion, ethical cultures. Cultures that promote ethical behaviour. Implications of

unethical behaviour in organisations (for example, scandals). Organisational values as important drivers of culture.

2. Models to analyse and explain culture and organisational behaviour.

Models to analyse culture such as the Cultural Web, Handy, Deal and Kennedy, Schein. Different models of organisational behaviour – team performance, group dynamics, systems theory, high performance organisations theory. How to use models to diagnose and address organisational challenges.

3. Different theories about human behaviour.

Models and theories of human behaviour such as nudge theory, decision-making theory, self-determination, neuroscience. How and when to use them to shape practices that deliver value. Ethical decision-making.

4. How to motivate and engage employees.

Concept of engagement. Theories of motivation. Drivers and enablers of engagement. Employee voice. The link between individual and organisational values. How to build a culture of trust across the organisation for workers and other stakeholders.

5. How to drive an inclusive culture.

Definitions of diversity and inclusion. Business case for promoting diversity and inclusion. What is meant by creating an inclusive environment. Factors which can positively or negatively impact inclusive environments. How to create an inclusive culture where all individuals feel supported to work at their best. The value organisations place on inclusivity and the value it creates for organisations. Employee activism. Recent developments and campaigns - #blacklivesmatter, #metoo. Implications of pandemic for gender equality.

6. The link between wellbeing and performance.

Issues accelerated by the pandemic. Wellbeing frameworks. Importance of an overall strategy that promotes a culture of wellbeing. Compassionate leadership and concept of kindness. Emotional intelligence as an increasingly important skill requirement for managers and employees. Initiatives and tools such as mindfulness and Wellness Action Plans. Positive psychology in the workplace.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	30	20
Independent learning	120	80
Placement learning		
TOTAL	150	100%

MODE OF ASSESSMENT

Assessment Component 1

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report and Poster	A critical analysis of your organisation's culture and recommendations for improvement (3500 words) and a Poster for managers, focussing on their role in influencing culture (1000 words).	100% *Both tasks must be submitted

		and pass for an overall pass mark.
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Assessment Summary

Activity type	Percentage
Written exam	0
Coursework	100
Practical	0
TOTAL	100%

This course is accredited by the CIPD and is mapped to the core knowledge and core behaviours of the CIPD Profession Map. Completion of the qualification leads to Level 7 Associate status with the CIPD.

READING LIST

Please refer to the Leganto Reading List on the Module Moodle page.