MSc Telecommunications with Business Programme 2018/19

Module Name: Organisational Design, People and Innovation Management (ELEC0047)

Module Acronym: B4

Module Manager: Dr Clive Poole

Module Summary:

This module addresses the principles of organisational design and the management of people as a resource within a set of effective processes. This is then developed to consider the way that a company exploits its R&D activity and in particular the management of innovation from concept to product. Finally, the global dimension of all the business aspects (marketing, product management, organisational design, etc) is examined. Areas covered include Human resource management, organisational design, organisation and process transformation, self and team management, culture and leadership, innovation management, entrepreneurship and global aspects.

Learning Outcomes:

At the end of the course, students should be able to:

- Understand the way that their personal behaviour can be analysed and categorised so that the management of their contribution to an organisation as an individual or team member can be maximised. Students will learn how to apply the Johari Window and the Belbin models to themselves and how to interpret the results.
- Understand the principles of human resource management as it is applied to today's business environment. Students will be able to identify how determine how organisational cultures will affect the HR

situation and how the HR management should accommodate this. They will also be able to apply their understanding of operational and managerial HR to various case studies and identify the appropriate strategy for exploiting individual, collective and organisational developments.

- Understand the key elements in managing innovation in an ICT company in today's business environment. Students will be able to identify likely sources of innovation and the necessary ways that a company can exploit this in new product and service development. Students will also learn how to analyse the opportunities for innovation and how intellectual property management and company alliances can contribute.

- Understand the various markets associated with global ICT and telecommunications business and the role that international standards play. Students will learn some important principles of successful and unsuccessful global business through case studies.

- Understand the complex interaction of factors in entrepreneurship in the ICT market today and how to take advantage of market opportunities.

Module Content

1) Self Management

This module begins by introducing the principles of managing one's self, and hence the appropriate learning styles and presentational skills. A number of techniques and models are introduced, including the Johari Window, the Belbin model of people types and the Kolb model of learning styles. Students undertake a number of classroom exercises to explore the way the techniques are applied. The conclusion of this set of lectures is the way that various types of individuals contribute to team working and how this variety should be managed and exploited.

2) Human Resources Management

This set of lectures covers the principles of HR management and its application to industry today. In addition to covering all the facets of HRM, specific attention is given to defining an organisation's culture and leadership and their effect on business performance. Students will study the range of techniques and factors involved in successful operational and managerial HRM. Finally the value of organisational, collective and individual development is addressed. Students will consider a number of case studies and undertake group exercises to develop better understanding of the various facets of HRM presented.

3) Innovation Management

The subject is addressed in a systematic and academic manner, based on the wealth of case study and analytical work now available. The principles of innovation management are presented using many of the latest examples from the ICT industry. Specific areas studied include how innovation can improve business performance, how to identify potential sources of innovation and the processes involved in exploiting these. Students will explore the application of innovation to the development of new product and service design and implementation in the ICT market. Finally, the ways of successfully exploiting technology development through intellectual property management and company alliances are examined.

4) Entrepreneurship

The importance of entrepreneurship in today's ICT market is explored and the principles of successful identification and exploitation of opportunities are presented. The lectures will include case studies of recent examples of good practice and students will be given the chance to examine the factors that contributed to the business success of these ventures.

Tutorials/Workshops:

Two hour tutorial to address the main learning points of the module and to

prepare the students for their assignment

Guest Speakers:

Several guest speakers will be invited to give the students the benefit of their experience on the practical aspects of the telecommunications business.

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