

MOD 4: Organisational Performance and Culture in Practice

This module examines the key approaches, practices, and tools to manage and enhance the employee relationship to create better working lives and the significant impact this can have on organisational performance. (5C004)

a. Topics Covered

1. Approaches to employee voice and engagement. (1.1)
2. The role of employee involvement, employee participation and employee voice. (1.2) (1.3)
3. The contribution of employee voice and the concept of better working lives. (1.4) (1.5)
4. Conflict and misbehaviour, types of employee action and emerging trends. (2.1) (2.2)
5. Third party conciliation, mediation, and arbitration. (2.4)
6. The law relating to unfair dismissal in respect of capability and misconduct. (3.1)
7. Handling grievance and discipline issues. (3.2) (3.3) (3.4)
8. The role of employee bodies in employment relations. (4.1) (4.2) (4.3)

b. Learning Outcomes

- Review emerging developments to inform approaches to employee voice and engagement. (1.1)
- Differentiate between employee involvement and employee participation and how it builds relationships. (1.2)
- Assess a range of employee voice tools and approaches to drive employee engagement. (1.3)
- Critically evaluate the interrelationships between employee voice and organisational performance. (1.4)
- Explain the concept of better working lives and how this can be designed. (1.5)
- Distinguish between organisational conflict and misbehaviour, and between informal, and formal conflict. (2.1)
- Distinguish between official and unofficial employee action. (2.2)

- Distinguish between third-party conciliation, mediation, arbitration. (2.4)
- Explain the principles of legislation relating to unfair dismissal in respect of capability and misconduct issues. (3.1)
- Analyse key causes of employee grievances. (3.2)
- Explain the skills required for effective grievance and discipline-handling procedures. (3.3)
- Advise on the importance of handling grievances effectively. (3.4)
- Explain the main provisions of collective employment law. (4.1)
- Compare the types of employee bodies, union, and non-union forms of employee representation. (4.2)
- Evaluate the purpose of collective bargaining and how it works. (4.3)

c. Assessment

PENDING ASSIGNMENT ADVICE FROM CIPD