

Higher Nationals

Leadership and Management for England

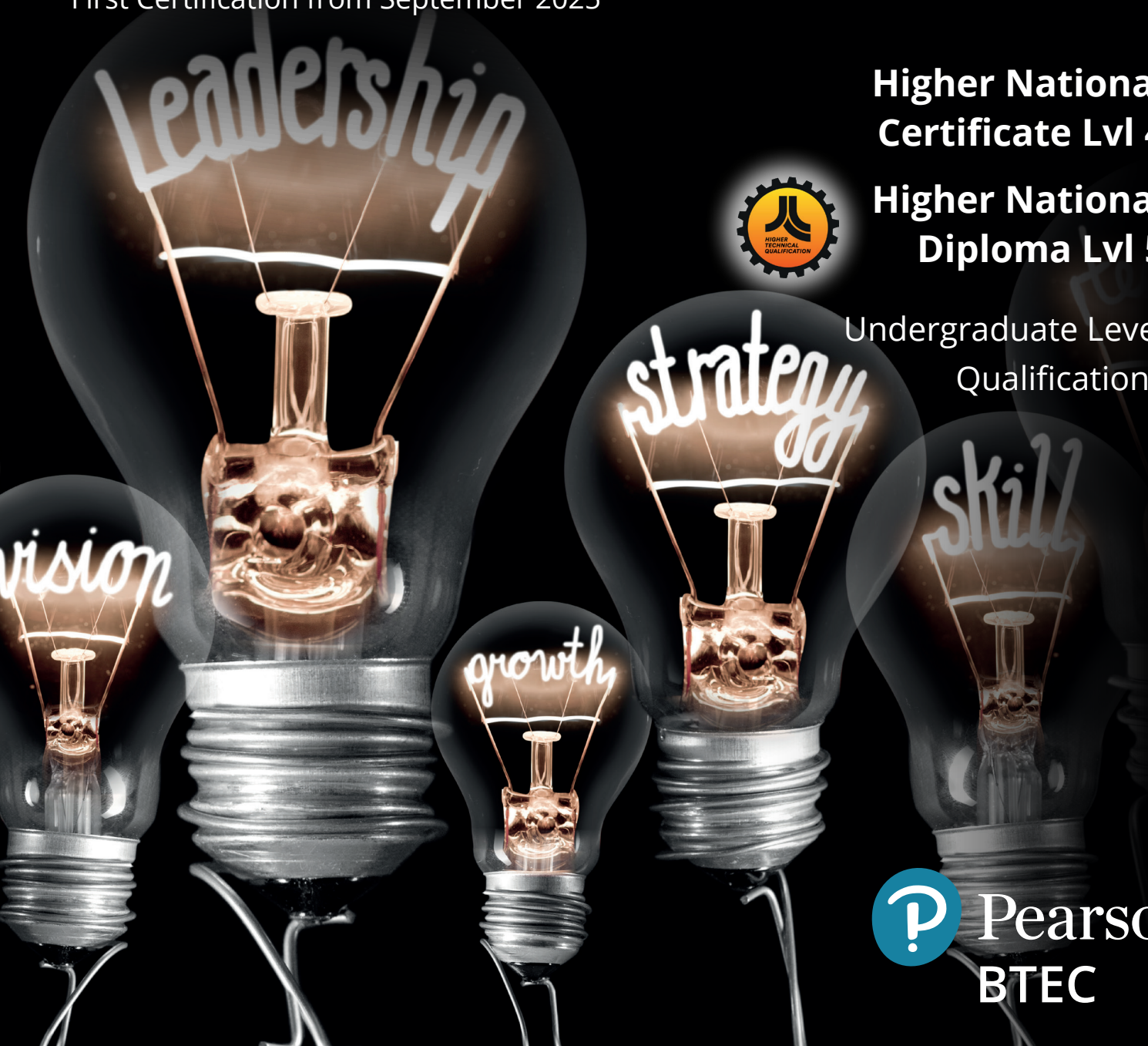
UNIT DIRECTORY

For use with the Higher National Certificate and Higher
National Diploma in Leadership and Management for England
First teaching from September 2024
First Certification from September 2025

**Higher National
Certificate Lvl 4**

**Higher National
Diploma Lvl 5**

Undergraduate Level
Qualifications



**Pearson
BTEC**

Programme Structure

Year 1 HNC Leadership & Management (120 Credits)

Unit Number	Unit Title	Credits	Level
1	The Contemporary Business Environment	15	4
2	Marketing Process and Planning	15	4
3	Management of Human Resources	15	4
4	Leadership and Management	15	4
5	Accounting Principles	15	4
6	Managing a Successful Business Project	15	4
7	Operational Planning & Management	15	4
8	Digital Business in Practice	15	4

Year 2 HND Leadership & Management (120 Credits)

Unit Number	Unit Title	Credits	Level
9	Organisational Behaviour Management	15	5
10	Managing and Leading Change	15	5
11	Principles of Operations Management	15	5
12	Business Strategy	15	5
13	Business Information Technology Systems	15	5
14	Developing Individuals, Teams and Organisations	15	5
15	Business Communications and Relationship Management	15	5
16	Business Data Analytics and Insights	15	5

Unit 1: The Contemporary Business Environment

Unit code H/650/2917

Unit type Core

Unit level 4

Credit value 15

Introduction

Business activity is fundamental and universal to our everyday lives. Business organisations may differ in many ways, depending on the industry in which they operate globally, but they do share one common feature: the transformation of inputs into outputs. This transformation process takes place against a background of external influences that impact on business activity. The external environment in which business organisations operate is dynamic, complex, volatile and interactive.

The aim of this unit is to give students background knowledge and understanding of business, the functions of an organisation and the wider business environments in which organisations operate. Students will examine the different types of organisation (including for-profit and not-for-profit), their size and scope (for example, micro, small- and medium-sized enterprise, transnational and global) and how they operate. Students will explore the relationships that organisations have with their various stakeholders and how the wider external environments influence and shape business decision-making.

The knowledge, understanding and skill sets that students gain in this unit will help them to have an insight into different business functions, which will support them with further study, support the development of analytical thinking and the application of key analytical tools used throughout business planning, and enable them to choose their preferred areas of specialism in future studies and in their professional career.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Explain the different types, sizes and scope of organisations
- LO2 Discuss the interrelationship of the various functions in an organisation and how they link to organisational structure
- LO3 Use contemporary examples to demonstrate both the positive and negative influence/impact the macroenvironment has on business operations
- LO4 Determine the internal strengths and weaknesses of a specific business and their interrelationship with external macro factors.

Essential Content

LO1 Explain the different types, sizes and scope of organisations

Different types of organisation:

Differences between for-profit and not-for-profit and non-governmental organisations (NGOs)

Micro and small- and medium-sized enterprises (SMEs) – different business purposes, objectives and supply of goods and services

The range of legal structures associated with different forms of business: sole traders, partnerships, limited companies.

Size and scope of organisations:

Differences between large, medium-sized and small organisations, including objectives and goals, market share, profit share, growth and sustainability

Global growth and developments of transnational, international and global organisations

Differences between franchising, joint ventures and licensing Industrial structures and competitive analysis

Market forces and economic operations e.g. scarcity and choice, supply and demand, income elasticity

Examples of organisational stakeholders e.g. employees, communities, shareholders, creditors, investors, government, customers, owners, managers, suppliers, competitors, unions, trade groups, analysts and media

Stakeholders and responsibilities of organisation to engage with different internal and external stakeholder interests, perspectives and expectations.

LO2 Discuss the interrelationship of the various functions in an organisation and how they link to organisational structure

The various functions in an organisation:

The role of marketing, finance, human resource management and operations in an organisational context and the interrelationships

Functions in relation to overall organisation values, mission and objectives.

Organisational structure:

Different structures depending on the size and scope of the organisation, including bureaucratic and post-bureaucratic, parent, strategic business units (SBUs), matrix and functional levels

The virtual organisation and flexible, fluid structures that are geographically dispersed

Organisation structures and complexities of transnational, international and global organisations.

LO3 Use contemporary examples to demonstrate both the positive and negative influence/impact the macroenvironment has on business operations

The context of the macroenvironment:

The different political, economic, social, technological, legal and environmental (PESTLE) factors that influence and impact on the business environment

The PESTLE framework as an analytical tool to monitor and forecast external influences

Different spatial levels of external influences e.g. local, regional, national, international.

The macrofactors that influence and impact on business activities:

The transformation of the work environment, the changing and emerging markets and the global shift in economic and social power due to global crisis

The impact of emerging digital technologies on production and consumption of products and services, including:

- social and mobile technologies to engage and extend customer reach
- cloud technologies for making business more agile, collaborative and efficient
- artificial intelligence (AI) to sustain competitive advantage

- blockchain for ecommerce
- predicted impacts of the metaverse

Emerging new sectors creating new career opportunities due to new technologies e.g. data and analytics, digital advertising

The impacts of increased innovation and disruptive innovation

The growth of data analytics and business intelligence using big data to inform decision-making, the rise of cybersecurity and data protection

The impact of globalisation e.g. changing workforce, cultural diversity

The growth of ethical considerations and sustainable business e.g. equality and diversity and corporate social responsibility.

Organisation operations:

Organisations' responses to transformation and managing resistance to change in response to a highly volatile and changing market environment

Dealing with unexpected crises that affect business operations and activities e.g. crisis management and business recovery

Data security and management, providing management information based on the collation, analysis and interpretation of data

Managing remote teams, multiple teams and cross-cultural teams and developing high-performance teams.

LO4 Determine the internal strengths and weaknesses of a specific business and their interrelationship with external macro factors

Frameworks for analysis:

Introduction to SWOT (strengths, opportunities, weaknesses and threats) and/or TOWS (threats, opportunities, weaknesses and strengths) analyses and how they can assist in the decision-making process and feed into business planning in organisations to support continuous improvement

Different applications of SWOT analysis e.g. for market positioning, commercial viability, launching a new product, methods of sales distribution

Both internal and external exploration of organisational situation

The role of SWOT analysis in decision-making, development of strategies and creating key performance indicators (KPIs) to measure performance

Use of TOWS to turn SWOT results into strategies and strengths to maximise opportunities, minimise threats and use opportunities to minimise weaknesses and avoid threats.

Internal vs external factors:

Internal factors that inform strengths, weaknesses, opportunities and threats relating to products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes and infrastructure

Key external factors that inform opportunities and threats, including the competitive environment and government intervention that influence organisations and business.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the different types, sizes and scope of organisations		LO1 and LO2 D1 Provide critical analysis of the complexities of different organisations and structures.
P1 Explain different types and purposes of organisations; public, private and voluntary sectors and legal structures. P2 Explain the size and scope of a range of different types of organisation.	M1 Analyse how the structure, size and scope of different organisations link to the business objectives and products and services offered by the organisations.	
LO2 Discuss the interrelationship of the various functions in an organisation and how they link to organisational structure		
P3 Discuss the relationship between different organisational functions and how they link to organisational objectives and structure.	M2 Analyse the interrelationships between organisational functions and the impact these can have on organisational structure.	

Pass	Merit	Distinction
LO3 Use contemporary examples to demonstrate both the positive and negative influence/impact the macroenvironment has on business operations		
P4 Identify the positive and negative impacts the macroenvironment has on business operations, supported by specific examples.	M3 Apply appropriately the PESTLE model to support a detailed analysis of the macroenvironment in an organisation.	LO3 and LO4 D2 Critically evaluate the impacts that both macrofactors and microfactors have on business objectives and decision-making.
LO4 Determine the internal strengths and weaknesses of a specific business and their interrelationship with external macro factors		
P5 Conduct internal and external analysis of a specific organisation to identify strengths and weaknesses. P6 Explain how strengths and weaknesses interrelate with external macrofactors.	M4 Apply appropriately SWOT/TOWS analyses and justify how they influence decision-making.	

Recommended Resources

Textbooks

Burns, J. and Needle, D. (2023) *Business in Context: An Introduction to Business and its Environment*. 8th Ed. Andover, Hants: Cengage Learning EMEA.

Morrison, J. (2023) *The Global Business Environment: Sustainability in the Balance*. 6th Ed. London: Bloomsbury Publishing.

Weatherly, P. and Otter, D. (2018) *The Business Environment: Themes and Issues in a Globalizing World*. 4th Ed. Oxford: Oxford University Press.

Worthington, I., Thompson, E. and Britton, C. (2023) *The Business Environment*. 9th Ed. Harlow: Pearson.

Websites

www.businessballs.com

Businessballs

(General reference)

www.forbes.com

Forbes

(General reference)

www.ibtimes.com

International Business Times

“Business”

(General reference)

www.ted.com

TED

(Videos on business and technology)

Unit 2: Marketing Processes and Planning

Unit code A/618/5033

Unit type Core

Unit level 4

Credit value 15

Introduction

Large, medium and small businesses that operate globally, internationally or locally have at least one thing in common – they all use marketing to influence people to engage with their products and/or services. Whether this means becoming a loyal customer buying a product and service or donating to a charity, organisations use a range of marketing techniques and tools to inform and influence people.

This unit is designed to introduce students to the dynamic world of the marketing sector and the wealth of exciting career opportunities available to support their decision-making in their career choices. Students will have the opportunity to learn about the competencies and behaviours required by employers to work in the marketing sector. They will be introduced to the key principles of marketing, enabling them to develop a marketing plan and to employ elements of the marketing mix to achieve results. They will study the underpinning theories and frameworks of marketing while relating them to real-world examples, including products and services that they encounter in their daily lives.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities, whether these are setting up their own business or employment in an organisation.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Explain the role of marketing and how it interrelates with other business units of an organisation
- LO2 Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives
- LO3 Produce a marketing plan for an organisation that meets marketing objectives
- LO4 Develop a media plan to support a marketing campaign for an organisation.

Essential Content

LO1 Explain the role of marketing and how it interrelates with other business units of an organisation

The marketing concept:

The development of the marketing concept, including current and future trends

The concepts of brand positioning and management and implementing process to support corporate reputation

The external environmental influences that impact on marketing activity.

The role of marketing:

The structure and operations of marketing departments:

- market research
- advertising
- direct marketing
- integrated communications
- brand management
- partnership marketing
- public relations (PR)

The roles, responsibilities and competencies required in marketing e.g. marketing executive, marketing and communications officer, digital marketer

Overview of marketing processes, including market research, data analysis, strategic planning and conducting marketing campaigns

The role of digital marketing as a core driver of marketing strategy, including search engine optimisation (SEO), use of web analytics, social media marketing, mobile marketing and pay-per-click marketing

Sector-specific legal, regulatory and compliance frameworks, including current data protection regulations.

The interrelationships of business units:

Marketing as a business function

The different roles of business units and the interrelationships between these functional areas and marketing

The principles of stakeholder management and customer relationship management (CRM) to facilitate effective cross-functional relationships internally.

LO2 Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives

The 7Ps marketing mix:

Creating a unique selling proposition for products and services

Product portfolios analysis (Boston Consulting Group Matrix and GE-McKinsey Matrix) to identify new product development and planning for the different stages of the product lifecycle

Reviewing **pricing** models in view of established price points and sensitivity to competitors' pricing and consumers

Different pricing strategies and tactics

Place strategies and channel distribution for expanding access and reach to specific market segments

Promotion to stay ahead of the competition, including integrated communication mix, cross-communication solutions and digital promotional tools and strategies

The different roles of **people** in marketing, including customer-interfacing and support personnel to deliver both customer value and added value

Physical evidence and the tangible aspects of service delivery – visual, aural and olfactory elements

Systems and **processes** involved in delivering a consistent service; the different types of process used to expedite the marketing function.

Achieving overall business objectives:

Marketing mix tactics for building and maintaining stakeholder relationships, penetrating markets, expanding reach to new market segments and developing new products

Adapting and integrating the marketing mix to meet organisational objectives and changes in a competitive environment

Measuring the effectiveness of the marketing mix using metrics e.g. market share, sales, number of new products, repeat purchases, discount levels and margins, customer satisfaction rates

Use of online metrics, including cost per rating point (CPP) and click to conversion (CTC) rate.

LO3 **Produce a marketing plan for an organisation that meets marketing objectives**

Tactical market planning:

The purpose of marketing planning and implementing marketing plans

The benefits of marketing plans

The links between marketing plans, marketing objectives and marketing strategy and alignment to overall organisation objectives

Types of marketing objective e.g. increase market share, promote new product/service.

Marketing planning process:

Defining the company mission statement and corporate objectives

The marketing audit, applying analytical tools e.g. SWOT, PESTLE, 5C (company, collaborators, customers, competitors and climate) analysis

Competitive analysis using analytical tools e.g. Boston Consulting Group Matrix

Market segmentation and target market selection and profiling

Setting goals and SMART (specific, measurable, achievable, realistic, timely) objectives

Creating marketing strategies applied to the marketing mix

Tactics to execute marketing strategies

Allocation of resources and implementation

Monitoring and control measures, including monitoring customer feedback, measuring market sales, monitoring expenditure to maintain budget and maximise profitability, setting market share milestones.

Strategic marketing planning:

Extended market research and auditing

Target market profiling, including buyer personas, identifying influencers and early adopters

Value positioning

Marketing strategies that apply to the extended marketing mix and tactical planning

Setting key performance indicators (KPIs) to evaluate how effective a marketing plan has been

Measurements of success e.g. return on marketing investment (ROMI), customer lifetime value (CLV), net promoter score (NPS)

Evaluating and monitoring performance of marketing plans using appropriate control and evaluation techniques such as sales analysis, market-share analysis, efficiency ratios and cost-profitability analysis to meet KPIs.

LO4 Develop a media plan to support a marketing campaign for an organisation

Marketing campaigns:

The purpose of marketing campaigns

Different types of marketing campaign

The role of the creative brief

Setting campaign objectives and parameters e.g. for brand awareness, changing attitudes, increasing sales

Different communication, messaging and positioning strategies

Campaign tactics that are SMART

Metrics for monitoring and measuring success

Setting timelines and action plans.

The media plan:

Consumer-level targeting to establish customer value proposition, key messaging and platform preference

Different digital platforms and offline tools for communication

Features and benefits of integrated multimedia channels

Different approaches to frequency and reach

Setting quantitative and qualitative criteria e.g. speed of reach, frequency, message life, image-building capability and emotional impact.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the role of marketing and how it interrelates with other business units of an organisation		D1 Critically analyse the external and internal environment in which the marketing function operates.
<p>P1 Explain the concept of marketing and marketing operations including the different areas and role of marketing.</p> <p>P2 Explain how the marketing function relates to the wider organisational context.</p>	<p>M1 Analyse the role of marketing in the context of the marketing environment.</p> <p>M2 Analyse the significance of interrelationships between marketing and other functional units of an organisation.</p>	
LO2 Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives		D2 Evaluate strategies and tactical approaches to the marketing mix in achieving overall business objectives.
<p>P3 Compare the ways in which different organisations apply the marketing mix to the marketing planning process to achieve business objectives.</p>	<p>M3 Review strategies and tactical approaches applied by organisations to demonstrate how business objectives can be achieved successfully.</p>	
LO3 Produce a marketing plan for an organisation that meets marketing objectives		D3 Produce a strategic marketing plan for an organisation that measures achievement of marketing objectives within key performance metrics.
<p>P4 Develop a marketing plan that includes key elements of marketing planning for an organisation to achieve marketing objectives.</p>	<p>M4 Produce a detailed tactical marketing plan that integrates the extended marketing mix to achieve marketing objectives.</p>	

Pass	Merit	Distinction
LO4 Develop a media plan to support a marketing campaign for an organisation		D4 Provide a justified integrated multimedia plan based on quantitative and qualitative criteria.
P5 Produce a media plan that includes recommendations and rationale for selected media activities that meet budgetary requirements and objectives of a marketing campaign brief.	M5 Create an integrated multimedia plan, selecting appropriate digital, offline and social media channels for communication.	

Recommended Resources

Textbooks

Atherton, J. (2019) *Social Media Strategy: A Practical Guide to Social Media Marketing and Customer Engagement*. London: Kogan Page.

Jobber, D. and Ellis-Chadwick, F. (2023) *Principles and Practice of Marketing*. 10th Ed. Maidenhead: McGraw Hill Education.

Kingsnorth, S. (2022) *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. 3rd Ed. London: Kogan Page

Kotler, P. and Armstrong, G. (2020) *Principles of Marketing*. 18th Ed. London: Pearson.

McDonald, M. and Wilson, H. (2016) *Marketing Plans: How to Prepare Them, How to Profit from Them*. 8th Ed. Chichester: John Wiley and Sons.

Websites

www.cim.co.uk

Chartered Institute of Marketing
(General reference)

www.marketingdonut.co.uk

Marketing Donut
(General reference)

www.marketingteacher.com

Marketing Teacher
(General reference)

www.marketingweek.com

Marketing Week
(General reference)

Unit 3: Management of Human Resources

Unit code J/650/2918

Unit type Core

Unit level 4

Credit value 15

Introduction

People are the lifeblood of any organisation and the ability to attract, recruit and retain talented staff is critical to the success of any organisation, whether in business, in voluntary organisations or in government. Human resource management (HRM) provides organisations with the principles, knowledge and behaviours to focus people-management activities on supporting and enhancing organisational success and performance.

This unit will give students the knowledge and skills associated with human resources (HR) occupational roles at either a generalist level – for example, HR assistant, adviser or business partner – or more specialist roles in areas such as recruitment, talent acquisition and performance and reward management. Students will explore the nature and scope of HRM and the organisational context of people management, including recruitment and retention, training and development, reward systems, employment relations and associated legislative frameworks.

The aim of the unit is to enable students to understand and be able to apply principles of effective HRM to enhance sustainable organisational performance and contribute to organisational success, holding business outcomes and people outcomes in equal balance. Students will apply HR practices in a work-related context, using their knowledge and practising skills and behaviours in relevant professional areas, including resourcing, talent planning and recruitment, learning and development and employee engagement.

On completion of the unit, students will understand the purpose and scope of HRM activities. They will be able to apply a range of people-management skills to enhance the performance of an organisation by finding solutions to people-related problems.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success
- LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation
- LO3 Examine how external and internal factors can affect HRM decision-making in relation to organisational development
- LO4 Apply HRM practices in a work-related context for improving sustainable organisational performance.

Essential Content

LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success

Nature and scope of HRM:

Definitions of HRM

The different specialist areas of HR e.g. resourcing, employee relations, organisational development and design, learning and development

Generic HR competencies e.g. design of people strategies, creating people-management policies, employee engagement, supporting organisational change

Typical roles in HR and responsibilities e.g. HR adviser, HR officer, people data analyst, HR assistant, employee relations officer

Specific skills e.g. communication skills across all levels of the organisation, adaptability to changing work priorities and patterns, displaying tenacity and being proactive, keeping ahead of trends and changing legal and policy requirements

Communicating organisational vision and goals and how these apply to teams

Developing effective negotiation and influencing skills to manage conflict

Working within an ethical framework and within recognised best practice.

Strategic HRM:

The development of strategic HRM in terms of business vision, mission statement, business objectives and strategic aims

The nature and use of data analytics to support achievement of business objectives and meeting strategic aims

Hard and soft models of HRM.

Organisational performance:

The impact of HRM on organisational performance e.g. effective recruitment and selection to meet specific knowledge and skills requirements, growing internal talent through training and development, and focusing on longer-term resource issues

Performance management systems to support high-performance working

Methods to measure organisational and individual performance.

LO2 **Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation**

Resourcing the organisation:

The process of workforce planning

Assessing skills and capabilities using audits and gap analysis for identifying talent and skills gaps

HR solutions, interventions and activities to close identified workforce gaps to meet shortages and meet targets

The elements of an end-to-end roadmap e.g. what the plan is, direction, skills needs, skills gaps and solutions

Methods for monitoring and measuring the implementation of a workforce action plan e.g. focus groups, surveys, data analytics

Setting targets, key performance indicators (KPIs) and criteria used to assess the success of the plan against targets

Workforce trends, including flexible working arrangements, remote working, virtual meetings and social distancing measures

Addressing diversity and inclusion

Types of labour market and skills shortages affecting recruitment and hard-to-fill vacancies e.g. lack of digital skills, leadership skills, data analytical skills

Impact of relevant legislation, including data protection.

Recruitment and selection:

Different models of recruitment and selection

Sources of recruitment e.g. internal vs external

Achieving cultural diversity in recruitment

Stages in recruitment and selection

Different types of selection methods, including competence-based selection

Legal frameworks and regulatory standards.

Retention:

Factors influencing retention, including the influence of the organisation's culture on retention, selecting the right talent and performance management

Onboarding and induction, the value of effective employee socialisation

Role of line managers in employee engagement and performance management

Approaches to coaching and mentoring to support employees

Methods for supporting mental health and wellbeing of employees

Managing attrition, restructuring and redeployment, redundancy of employees

Dealing with employee disciplinary and misconduct cases that end in dismissal.

LO3 Examine how external and internal factors can influence HRM decision-making in relation to organisational development

External and internal factors:

Identifying factors external to the organisation that influence HRM:

- impact of external factors on organisational performance, including skills gaps and labour force trends
- impact of globalisation on HR policies for equality, diversity and raising cultural awareness and sensitivity in the workplace
- impact of legal and regulatory frameworks

Internal factors, including:

- the impact and influence of leadership styles on organisational transformation, culture and employee experience
- learning and development, how people learn, impact of digital learning
- the relationship between organisational culture and strategic planning and development
- impact of motivation on performance.

Organisational development:

The changing work environment e.g. need for flexible organisations and employees with adaptable skills and competencies, and developing high performance through effective leadership of multiple and remote teams

Characteristics of agile organisation

Digital transformation of HR functions e.g. reporting dashboards and predictive models for advanced people analytics, artificial intelligence (AI) for talent acquisition, cloud capabilities for measuring team performance and calibration decision-making.

LO4 **Apply HRM practices in a work-related context for improving sustainable organisational performance**

Job descriptions and person specification:

Referencing workforce planning

Assessing the need to create and fill a post

Preparing different types of job description, including competence-based and task-based, assessing the merits of each type

Identifying the qualities and attributes relevant to the design of a person specification

Designing a person specification relevant to a chosen job role.

Recruitment and selection in practice:

Designing and placing job advertisements

Shortlisting and processing applications

Interviewing preparation and best practice

Selection best practice.

Performance management:

Performance management aligned to workforce planning

Methods of financial and non-financial rewards

Staff development e.g. continuing professional development (CPD) and training to build and motivate teams

Providing support and maintaining wellbeing through coaching and mentoring

Embedding learning and reflective practice in personal development planning

Managing underperformance, disciplinary actions, industrial disputes and grievance procedures

Succession planning.

Employee relationship:

The employment relationship

The psychological contract

Employee voice and engagement

Managing performance to attain competitive advantage and increase job satisfaction

Building trust and relationships by sharing good practice and working collaboratively.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success		LO1 and LO2 D1 Critically evaluate the strengths and weaknesses of HRM in relation to creating a sustainable workforce action plan for recruiting and retaining talent.
P1 Explain the main areas of HRM and their contribution to creating sustainable performance. P2 Review the effects of the changing nature of organisations on human resources skills and knowledge.	M1 Compare areas of HRM to create sustainable organisational performance. M2 Examine HRM in relation to the changing nature of the modern business organisation.	
LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation		
P3 Create a workforce action plan that addresses skills needs, skills gaps and hard-to-fill vacancies for recruiting and retaining talent in an organisation.	M3 Devise a strategic workforce action plan for improving recruitment and retention in relation to the importance of the labour market.	
LO3 Examine how external and internal factors can affect HRM decision-making in relation to organisational development		
P4 Investigate the external and internal factors that affect HRM decision-making to support organisational development.	M4 Discuss the key external and internal factors that affect HRM decision-making, using relevant organisational examples to illustrate how they support organisational development.	D2 Evaluate key factors affecting HRM decision-making to make valid recommendations.

Pass	Merit	Distinction
<p>LO4 Apply HRM practices in a work-related context for improving sustainable organisational performance</p>		
<p>P5 Apply HRM practices in a work-related context, using specific examples to demonstrate improvement to sustainable organisational performance.</p>	<p>M5 Illustrate how the application of specific HRM practices in a work-related context can improve sustainable organisational performance.</p>	<p>D3 Determine strengths and weaknesses of HRM practices to make recommendations for improving sustainable organisational performance.</p>

Recommended Resources

Textbooks

Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice*. 16th Ed. London: Kogan Page.

Leatherbarrow, C. and Fletcher, J. (2018) *Introduction to Human Resource Management*. 4th Ed. London: CIPD and Kogan Page.

Marchington, M., Wilkinson, A., Donnelly, R. and Kynighou, A. (2020) *Human Resource Management at Work: The Definitive Guide*. 7th Ed. London: CIPD and Kogan Page.

Torrington, D., Hall, L., Atkinson, C. and Taylor, S. (2020) *Human Resource Management*. 11th Ed. London: Pearson.

Websites

www.cipd.co.uk

Chartered Institute of Personnel and Development

(General reference)

www.hr-guide.com

HR-Guide

(General reference)

www.personneltoday.com

Personnel Today

"Topics" and "Webinars"

(General reference)

www.shrm.org

Society for Human Resource Management

(General reference)

Unit 4: Leadership and Management

Unit code L/618/5036

Unit type Core

Unit level 4

Credit value 15

Introduction

The ability to lead and manage effectively is highly sought after by industry as employers seek to produce and develop managers who can motivate, enthuse and build respect throughout their workforce. The hard and soft skills required by leaders and managers are frequently highlighted by employers as skills gaps in recruitment. Developing these skills will help students to meet career aspirations in leadership and management.

The aim of this unit is to help students to understand the difference between the function of a manager and the role of a leader. Students will consider the characteristics, behaviours and traits that support effective management and leadership. Students will learn about the theories that have shaped the understanding of leadership and management and how these have provided a guide to action for managers and leaders who want to secure success for their businesses. Students will look at leadership styles, how and why they are used and the extent to which they are effective.

This unit also gives students an understanding of motivational strategies. They will develop motivational strategies covering intrinsic and extrinsic aspects of motivation. Finally, students will evaluate the importance of managing performance in achieving continuous improvement.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Examine leadership and management theories and principles, and their impact on the effectiveness of an organisation
- LO2 Review the influence of different leadership and management styles on the culture of organisations
- LO3 Develop a motivational strategy to optimise organisational performance
- LO4 Apply leadership and management approaches to managing performance to ensure continuous improvement.

Essential Content

LO1 Examine leadership and management theories and principles, and their impact on the effectiveness of an organisation

Definitions of management:

Defining management, what management is (Fayol), what managers should do (Peters) and key roles (Mintzberg)

Key skills and competencies of management e.g. team dynamics, planning, decision-making, strategic mindset, problem-solving, effective communication (verbal and non-verbal), motivating, delegating, managing discipline and dealing with conflict

Management activities e.g. planning, organising, motivating and controlling

Approaches to management e.g. task orientation and relationship orientation.

Theories of management:

Classical theorists, including administrative (Fayol) and scientific (Taylor)

Management as a function of organisations (Handy)

Modern management theorists e.g. Porter, Kotler and Handy.

Theories and definitions of leadership:

The pros and cons of key theories and theorists, including:

- transformational (Burns)
- transactional (Bennis, Bass)
- situational/contingency (Fiedler, Vroom and Yetton, Hersey and Blanchard)
- charismatic (Conger, Kanungo)
- emotional (Goleman's six styles)

Leadership skills e.g. communication (verbal and non-verbal), delegation to enable delivery through others, inspirational motivation, positive attitude, trustworthiness, creative thinking and innovative problem-solving

Competencies e.g. giving and receiving constructive feedback, actively listening, taking responsibility for both success and failure, managing cultural sensitivity and diversity, global outlook and agility

The hard skills of management vs the soft skills of leadership

New adaptive leadership approaches and skills e.g. the compassionate leader and the vulnerable leader

Different types of skills for leading people vs business activities and projects
Principles and practices of virtual leadership for managing and leading remote teams.

Impacts of leadership and management:

Positive impacts for improving business performance, effective management of resources, innovation

Negative impacts e.g. loss of competitive advantage, stagnation and decline.

LO2 **Review the influence of different leadership and management styles on the culture of organisations**

Leadership styles:

Different types of leadership, including Tannenbaum and Schmidt's continuum of leadership styles, Likert's systems 1–4 and McGregor's Theory X and Theory Y

Adapting leadership styles to apply in different business situations e.g. how to lead remote teams, business recovery, project-based teams, and the required hard and soft skills

Impacts of leadership and management styles on decision-making in a business organisation

Skills needed for decision-making, including research (reliability of sources), analysis, collaboration, emotional intelligence.

Types of culture:

Defining culture and types of culture, including:

- four types – power; role; task; and person (Handy)
- tough-guy macho; work-hard, play-hard; bet-the-company; process (Deal and Kennedy)

The importance and value of culture for work ethic, organisational performance, health of the organisation

Organisational cultures, diversity and impacts on leading and managing change.

Factors influencing culture:

Factors that influence the development of an organisational culture e.g. mission, vision and values

The impact of emerging digital technologies e.g. of social digital connectivity and global dynamic complexity on organisational structure, location, infrastructure, internal rules and procedures

The impact of digital technologies on leadership and management attitudes and behaviours e.g. on drive and flexibility to direct and navigate business through disruptive innovation, empowering virtual teams and communities, agility to balance improving efficiency while promoting innovation

The importance of leadership and management styles in setting and embedding organisational culture.

LO3 Develop a motivational strategy to optimise organisational performance

Theories of motivation:

Content theories, including those of Maslow, Herzberg and McClelland, and their application to different work situations

Process theories, including expectancy theory (Vroom), equity theory (Adams) and goal theory (Locke), and their application to different work situations.

Impacts of motivation on organisational performance:

Implications for improved job satisfaction, performance and productivity, including different variables e.g. social, cultural organisational and environmental.

Motivational strategy:

Financial and non-financial strategies e.g. to recognise and reward performance, encourage collaborative team working, embed praise and frequent feedback to individuals and encourage creativity and innovation

Different strategies for addressing and managing unsuccessful performance and demotivated employees

Elements of a comprehensive strategy e.g. providing a range of incentives to meet different personalities, creating positive reinforcement and equality.

LO4 Apply leadership and management approaches to managing performance to ensure continuous improvement

Leadership and management approaches:

The advantages and disadvantages of different management approaches, including task orientation and relationship orientation

The advantages and disadvantages of different leadership approaches, including situational, transformational and inspirational

Behaviours, communication processes and strategies applied in different business situations e.g. dealing with conflict, resistance to change, cultural awareness

Defining capabilities and skills for a transformational environment e.g. determination, multicultural perspectives, coaching and mentoring, aligning to changing business goals.

Definition of performance management:

Definition of performance management and the purpose of performance management to improve individual and team performance

Different approaches e.g. annual appraisal vs continuous performance management, including weekly check-ins/on-the-job conversations.

Qualitative and quantitative measures of effectiveness:

Qualitative measures e.g. satisfaction rates, motivation levels, success of training and development, attitude

Quantitative measures, including incidence of sickness, absenteeism, accidents at work, timekeeping, meeting deadlines, accuracy of work carried out, wastage, output, productivity.

Methods of rewarding good performance:

The financial and non-financial methods available to the organisation

The influence of variables, including size, location and competitiveness of the organisation, on the reward methods available

The influence of leadership and management approaches on rewarding good performance.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine leadership and management theories and principles, and their impact on the effectiveness of an organisation		LO1 and LO2 D1 Critically evaluate the impact of different approaches to leadership and management.
P1 Discuss different theories of leadership in relation to the management activities in different organisations. P2 Explore different theories of management in relation to the management and leadership activities in different organisations.	M1 Analyse the impact of the application of leadership and management theories on the effectiveness of a large organisation.	
LO2 Review the influence of different leadership and management styles on the culture of organisations		
P3 Assess different leadership and management styles and their application in a range of business situations in different organisations. P4 Examine the factors that influence the development of the culture in organisations.	M2 Compare the impact of leadership and management styles on decision-making in different organisations. M3 Evaluate the importance of organisational culture on the performance of different organisations.	
LO3 Develop a motivational strategy to optimise organisational performance		D2 Produce a comprehensive motivational strategy that effectively addresses all variables of motivation to enhance organisational performance.
P5 Produce a motivational strategy for an organisation that supports optimal achievement of organisational objectives.	M4 Produce a detailed motivational strategy for an organisation that addresses intrinsic and extrinsic motivation.	

Pass	Merit	Distinction
LO4 Apply leadership and management approaches to managing performance to ensure continuous improvement		
P6 Apply appropriate leadership and management approaches for managing performance and continuous improvement to a range of business situations.	M5 Assess how leadership and management approaches for managing performance support continuous improvement.	

Recommended Resources

Textbooks

Adair, J. (2022) *Develop Your Leadership Skills: Fast, Effective Ways to Become a Leader People Want to Follow*. 5th Ed. London: Kogan Page.

Kelly, P. and Cole, G. (2020) *Management: Theory and Practice*. 9th Ed. Andover, Hants: Cengage Learning EMEA.

Mullins, L.J. (2023) *Organisational Behaviour in the Workplace*. 13th Ed. Harlow: Pearson.

Orti, P and Middlemiss, M. (2019). *Thinking Remote: Inspiration for Leaders of Distributed Teams*. London: Virtual Not Distant.

Varney, S. (2021) *Leadership in Complexity and Change: For a World in Constant Motion*. Berlin: De Gruyter.

Websites

www.businessstrainingworks.com	Business Training Works "Resources" (General reference)
www.managementstudyguide.com	Library – Management Study Guide "Management functions" (General reference)
www.managementtoday.co.uk	Management Today (General reference)
www.mindtools.com	Mind Tools "Explore – Leadership and management" (General reference)
www.ted.com	TED (Videos on business and technology)

Unit 5: Accounting Principles

Unit code Y/618/5038

Unit type Core

Unit level 4

Credit value 15

Introduction

Management accounting is a profession that supports management decision-making, planning and performance-management systems. Management accountants provide expertise in financial reporting and control to assist management in the formulation and implementation of an organisation's strategy by providing appropriate financial information and undertaking related accounts administration.

The overall aim of this unit is to introduce fundamental accounting principles that underpin financial operations and support good and sustainable decision-making in any organisation. Students will develop a theoretical and practical understanding of a range of financial and management accounting techniques.

On successful completion of this unit, students will be able to assist senior colleagues in producing and analysing budgets, drawing up simple financial statements and using financial ratios to interpret performance. Students will also explore wider aspects of accountancy, especially ethics, transparency and sustainability, and gain fundamental knowledge and skills that will enable them to progress to a higher level of study.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Examine the context and purpose of accounting
- LO2 Prepare basic financial statements for unincorporated and small business organisations in accordance with accounting principles, conventions and standards
- LO3 Interpret financial statements
- LO4 Prepare budgets for planning, control and decision-making using spreadsheets.

Essential Content

LO1 Examine the context and purpose of accounting

The accounting function in an organisation:

Different branches of accounting e.g. financial, management, auditing, tax and forensic accounting

Career opportunities in accounting and roles and responsibilities e.g. accounts clerk, accounts assistant, qualified accountant

Roles in commercial finance (e.g. cost analyst, business controller, pricing professionals) and global business services e.g. purchase-to-pay (P2P) professionals and record-to-report (R2R) professionals

Skills required for positions in accountancy and finance e.g. numerical skills, problem-solving, integrity, negotiation, customer service

Key skills and competencies for accounting roles e.g. managing the sale and purchase ledger, ensuring accounts are up to date, supplier reconciliations, inputting sales invoices on an accounts system and recording payments received

Users and uses of financial information

Interrelationships between the accounting and finance functions of other areas of the organisation and increasingly complex operating environments.

Context and purpose of financial and management accounting:

Purpose and scope of accounting, including recording, reporting and analysing information to inform decision-making

Aims of financial forecasting and management for the organisation, including ensuring a return on investment for the stakeholders of the organisation

Role of supporting new information technologies to support accounting and decision-making

Management accounting information, including systems e.g. cost accounting, inventory management, job costing

The benefits (streamlined reporting, accuracy), risks and limitations (security threats, loss of data through power outages) of management accounting information

Presenting financial information in a reliable, accurate, timely and persuasive way to satisfy needs of internal and external stakeholders

Accounting in an increasingly complex and fast-changing business environment e.g. increased regulation and accountability, role of International Financial

Reporting Standards (IFRS) Foundation accounting and sustainability disclosure standards, risk management, reputation, sustainability, governance

Pros and cons of shared service centres and outsourcing accounting services.

LO2 **Prepare basic financial statements for unincorporated and small business organisations in accordance with accounting principles, conventions and standards**

The accounting concept:

The accounting concept as the foundation for all financial statements.

Capital and revenue items:

Classifying revenue and capital income and expenditures.

Producing basic financial statements:

Preparation of a profit and loss statement (income statement) and balance sheet (statement of financial position) for unincorporated organisations from a given trial balance

Different types of income statements for sole trader, partnership and not-for-profit organisations

Adjustments required for accruals, prepayments, bad debts, depreciation

Value of using digital software for accounting and preparing for financial statements e.g. QuickBooks, Sage, Xero.

LO3 **Interpret financial statements**

Importance and purpose of analysing financial statements:

To communicate financial positions and intentions with a range of stakeholders

Financial forecasting to predict future revenues, expenses and cash flow

Evaluating performance and effectiveness for making decisions and formulating plans.

Ratio analysis:

Calculate profitability, liquidity, efficiency and investment ratios from given data

Using calculated ratios to evaluate organisational performance

Apply and critique relevant benchmarks, including time series, competitors, sector and internal.

Limitations of ratio analysis:

Ratio analysis as one means of measuring and evaluating the performance of an organisation e.g. use of qualitative/non-financial measures

Limitations of using ratios as a performance measurement tool

The interrelationships between ratios.

Importance and purpose of analysis of financial statements:

The interpretation and analysis of financial statements in the business environment

Interpreting the relationship between the elements of the financial statements, profitability, liquidity, efficient use of resources and financial position

Interpreting financial statements for meeting key performance indicators (KPIs) and sustainable performance

Application of financial statements in different business contexts and value of presenting to end user of the financial statements.

LO4 Prepare budgets for planning, control and decision-making using spreadsheets

Nature and purpose of budgeting:

Budgets as a key management accounting tool

Definitions and reasons organisations use budgets e.g. budgets as devices for planning, coordinating, motivation and control

Stages in the budgeting process, master and functional budgets

Corrective action to inform resource allocation and decision-making.

Budget preparation and budgetary control:

Importance, role and limitations of budgets in controlling activity

Budget-setting cycle: limiting or key factors; functional budgets, cash budgets, the preparation of sales budgets, debtors' budgets, creditors' budgets, production cost, raw materials and finished goods budgets

The principal budget factor and budget types, including fixed, flexible, zero-based, incremental, rolling, activity-based, value proposition

Variance analysis

The steps for the preparation of a cash budget.

Producing a spreadsheet:

The numerical and other information requirements for a spreadsheet and how it should be structured to meet user needs

Using a spreadsheet and techniques to enter, edit and organise numerical and other data

How to format spreadsheet cells, rows, columns and worksheets effectively using appropriate tools and techniques

Use of formulas and filters to enter, edit and present numerical data

Visual representation of data and data analysis using pie charts, bar charts and graphs

Inserting spreadsheet data into Word documents.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
L01 Examine the context and purpose of accounting		D1 Critically evaluate the role of accounting in informing decision-making to meet organisational, stakeholder and societal needs in complex operating environments.
<p>P1 Examine the purpose of the accounting function in an organisation.</p> <p>P2 Assess the accounting function in the organisation in the context of regulatory and ethical constraints.</p>	<p>M1 Evaluate the context and purpose of the accounting function in meeting organisational, stakeholder and societal needs and expectations.</p>	
L02 Prepare basic financial statements for unincorporated and small business organisations in accordance with accounting principles, conventions and standards		L02 and L03 D2 Critically evaluate financial statements to assess organisational performance using a range of measures and benchmarks to make justified conclusions.
<p>P3 Prepare financial statements from a given trial balance for sole traders, partnerships and not-for-profit organisations, to meet accounting principles, conventions and standards.</p>	<p>M2 Produce financial statements from a given trial balance, making appropriate adjustments.</p>	
L03 Interpret financial statements		
<p>P4 Calculate and present financial ratios from a set of final accounts.</p> <p>P5 Compare the performance of an organisation over time using financial ratios.</p>	<p>M3 Evaluate the performance of an organisation over time, using financial ratios with reference to relevant benchmarks.</p>	

Pass	Merit	Distinction
<p>LO4 Prepare budgets for planning, control and decision-making using spreadsheets</p>		<p>D3 Justify budgetary control solutions and their impact on organisational decision-making to ensure efficient and effective deployment of resources.</p>
<p>P6 Prepare a cash budget from given data for an organisation using a spreadsheet.</p> <p>P7 Discuss the benefits and limitations of budgets and budgetary planning and control for an organisation.</p>	<p>M4 Identify corrective actions to problems revealed by budgetary planning and control for effective organisational decision-making.</p>	

Recommended Resources

Textbooks

Atrill, P. and McLaney, E. (2022) *Accounting and Finance for Non-Specialists*. 12th Ed. Harlow: Pearson.

Bamber, M. and Parry, S. (2020) *Accounting and Finance for Managers: A Business Decision Making Approach*. 3rd Ed. London: Kogan Page.

Drury, C. and Tayles, M. (2020) *Management and Cost Accounting*. 11th Ed. Andover, Hants: Cengage Learning EMEA.

Weetman, P. (2019) *Financial and Management Accounting: An Introduction*. 8th Ed. Harlow: Pearson.

Websites

www.accountingcoach.com

AccountingCoach.com

“Course outline”

(Training)

www.accaglobal.com

Association of Chartered Certified Accountants

(General reference)

www.cimaglobal.com

Chartered Institute of Management Accountants

(General reference)

corporatefinanceinstitute.com/

Corporate Finance Institute

“Resources”

(General reference)

Unit 6: Managing a Successful Business Project (Pearson-set)

Unit code D/618/5039

Unit type Core

Unit level 4

Credit value 15

Introduction

This is a Pearson-set unit. The project brief will be set by the Centre, based on a theme provided by Pearson (this will change annually). The theme and chosen topic within the theme will enable students to explore and examine a relevant and topical aspect of business in the context of the business environment.

The skills of project management are highly sought after by employers in all areas of business, as the ability to plan, procure and execute a business project efficiently requires a range of specific skills in leadership, time management, problem-solving, budgeting and communication.

The aim of this unit is to offer students an opportunity to demonstrate the skills required for managing and implementing a small-scale business project. They will undertake independent research and investigation for carrying out and executing a business project that meets appropriate business aims and objectives.

On successful completion of this unit, students will have the confidence to engage in decision-making, problem-solving and research activities using project management skills. They will have the fundamental knowledge and skills to enable them to investigate and examine relevant business concepts in a work-related context, determine appropriate outcomes, decisions or solutions and present evidence to various stakeholders in an acceptable and understandable format.

***Please refer to the accompanying *Pearson-set Assignment Guide and Theme and Topic Release* document on HN Global for further support and guidance on the delivery of the Pearson-set unit.**

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Explain the key stages of the project lifecycle that should be considered when project managing
- LO2 Produce a project management plan (PMP) for a business project using primary and secondary research methods
- LO3 Implement the project management plan (PMP) to communicate results from the research and make conclusions from the evidence of findings
- LO4 Reflect on value gained from implementing the project and the project management process.

Essential Content

LO1 Explain the key stages of the project lifecycle that should be considered when project managing

Project management:

Defining project management

The project lifecycle and the stages of the project lifecycle e.g. conception, initiation, planning, execution and closure

The advantages of using project management and why it is important

Roles in project managing (e.g. assistant project manager, junior project manager, project team leader) and responsibilities to drive through the project and achieve required outcomes

Project management skills, including good planning, organising, leadership and communication skills, budget accountability and decisions on spending, and flexibility in meeting the needs of the organisation

Project leadership styles, qualities and attributes e.g flexible, agile, adaptable

Importance of motivation to team performance

Delegation of work and responsibility

Skills and techniques for dealing with conflict; negotiation; chairing meetings

Project process management (e.g. process identification, specification, documentation, governance and operation) and how that applies at each stage of the project

Contribution of process management to meeting project objectives

Different project methodologies and frameworks e.g. waterfall, agile, hybrid, critical path, critical chain, scrum, kanban.

Project management plans:

Scoping a project – defining objectives, scope, purpose and deliverables to be produced

Developing the project plan, including planning for timescales and time management, cost, quality, change, risk and stakeholder communication.

Project management tools:

Different types of software and application used to support project management e.g. Microsoft Project for tracking, managing and analysing projects, and Asana for holistic project management and integration of workload, inbox, calendars and tasks

Use of project-planning tasks and tracking tools e.g. Trello, Smartsheet and Excel spreadsheets

Tools and techniques used to create activity plans, work breakdown structure (WBS) and Gantt charts for effective planning

Project progress measurement and reporting techniques e.g. staff hours, earned value (EV) and progress, s-curves, critical path analysis and reporting, milestone trending

Problem-solving tools e.g. brainstorming, cause and effect diagrams, fishbone diagrams, force field analysis.

LO2 Produce a project management plan (PMP) for a business project using primary and secondary research methods

Factors to consider in a project management plan:

Scheduling techniques estimating for project activities and Quality Assurance of project activities

Relationship between schedules

Progress monitoring and metrics to assess work performed against the schedule e.g. organisational breakdown structure (OBS) and work breakdown structure (WBS); bar charts; milestone schedules

Cost breakdown structure: resources needed e.g. funding, estimating, overheads, direct costs, indirect costs, fixed costs, variable costs and overall budget for a project

Tracking systems for actual costs, accruals and committed costs

Alternative cost breakdowns to provide for graphical representations and performance management

Project stakeholder management: their perspectives, different interests and levels of influence on project outcomes

Stakeholder engagement e.g. challenges, complexities, limitations

Human resources (HR) and requirements: calculation, specification and optimisation of HR requirements; job descriptions

Formation of project teams

Project initiation and start-up procedures

Procurement strategies for outsourcing, external contracting and resource planning

Project risk and issue management: need for and implementation of a risk management plan; risk management methods and techniques to identify and prioritise threats or opportunities; mitigation actions to minimise risk impacts

Optimise benefits by managing opportunities

Post-project appraisals: comparison of project outputs/outcomes with business objectives; process of self-reflection on project process and outputs/outcomes.

Research methods and strategies for a business project:

Purpose of research in a business project e.g. understanding the market research for a business plan; for the forecasting of early and future business opportunities; using research to reduce costs; creating solutions or innovative products that are targeted to the demand in the market

Primary and secondary research and data collection

Defining qualitative and quantitative methods

Selecting an appropriate strategy for the research e.g. questionnaires, interviews, observation

Selecting appropriate sample population (e.g. consumer market, businesses or individuals) and methods for information-gathering, data collection and material resourcing.

Sampling approaches and techniques, including probability and non-probability sampling

Use of monitoring tools, including WBS and Gantt charts.

LO3 Implement the project management plan (PMP) to communicate results from the research and make conclusions from the evidence of findings

Analysis and evaluation of findings and data gathered:

Digital techniques and tools to analyse and evaluate the secondary and primary data gathered e.g. online surveys (SurveyMonkey, Google Forms, Zoho Survey) and spreadsheets (Excel templates)

Techniques for data analysis e.g. coding, charts and graphs, trend analysis

Techniques to create pictograms, pie charts, bar charts, frequency curves, histograms, line graphs, scattergrams

Use of scatter (XY) graphs and linear trend lines for forecasting (reliability)

Techniques for creating tables to simplify and rationalise the presentation of data to aid understanding of the information within data

The benefits of data validity and maintaining objective mindset to provide objective results.

Communicating results:

Types of communication method (e.g. written, verbal) and medium e.g. different report formats, online, presentation

Multimedia presentation tools e.g. PowerPoint, Prezi, Google Slides, Microsoft Sway, Adobe Spark

Video conferencing e.g. Zoom, Adobe Connect, Google Hangouts, Slack video calls.

Communication skills:

Verbal and non-verbal communication skills required to meet audience requirements e.g. eye contact, pitch, pace

Communicating and persuading internal/external stakeholders e.g. negotiation, influencing and sales skills

Presentation, behaviour and conduct of presenter e.g. attire, attitude, professionalism, suitable for audience, well prepared and organised

Different communication formats to address different audience needs and expectations and appropriateness for meeting cultural diversity of an audience.

Convincing arguments:

Presenting logical and convincing findings and outcomes as part of the project process

Developing evaluative conclusions.

LO4 Reflect on value gained from implementing the project and the project management process

Reflection for learning and practice:

Differences between reflecting on performance and evaluating a project – the former considers the research process, information-gathering and data collection, the latter the quality of the research argument and use of evidence

The cycle of reflection and using reflection to inform future behaviour

The value of reflection for adaptability, responding to feedback and generating new ideas and ways of working.

Reflective writing:

Writing to avoid generalisation, focusing on personal development and the research journey in a critical and objective way.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p>LO1 Explain the key stages of the project lifecycle that should be considered when project managing</p>		<p>D1 Critically evaluate the project management process, PMP and research methods for gathering information and data collection.</p>
<p>P1 Explain the stages of the project lifecycle (PLC) and their importance to the success of a project.</p> <p>P2 Examine the factors to be considered when compiling a Project Management Plan (PMP).</p> <p>P3 Examine a range of research methods and strategies and their importance for gathering information and data collection.</p>	<p>M1 Evaluate the stages of the PLC and the factors, (deliverables, quality, risk, communication and resources) to be considered in a PMP.</p> <p>M2 Evaluate a range of research methods and strategies for gathering information and data collection.</p>	
<p>LO2 Produce a project management plan (PMP) for a business project using primary and secondary research methods</p>		<p>D2 Justify the choices made in the design of the PMP for completing the aims and objectives of the project.</p>
<p>P4 Produce a PMP that covers aims, objectives, deliverables, quality, risk, communication resources and research approach.</p> <p>P5 Produce a work breakdown structure and a schedule to provide time frames and stages for completion.</p>	<p>M3 Produce a detailed PMP and schedule for monitoring and completing the aims and objectives of the project.</p>	

Pass	Merit	Distinction
<p>LO3 Implement the project management plan (PMP) to communicate results from the research and make conclusions from the evidence of findings</p>		
<p>P6 Conduct a business project as stated in the PMP and communicate findings.</p> <p>P7 Present data to draw valid and meaningful conclusions and recommendations from data analysis.</p>	<p>M4 Justify conclusions and recommendations drawn from data analysis and findings to meet the stated project objectives.</p>	<p>LO3 and LO4</p> <p>D3 Critically reflect on the findings from the research and the project management process in supporting stated objectives and own learning.</p>
<p>LO4 Reflect on value gained from implementing the project and the project management process</p>		
<p>P8 Reflect on the value of undertaking the business project to meet stated objectives and own learning and performance.</p>	<p>M5 Evaluate the project management process to meet stated objectives and support own learning and performance.</p>	

Recommended Resources

Textbooks

Flick, U. (2020) *Introducing Research Methodology: Thinking Your Way Through Your Research Project*. 3rd Ed. London: Sage Publications.

Gray, D. (2021) *Doing Research in the Real World*. 5th Ed. London: Sage Publications.

Maylor, H. and Turner, N. (2022) *Project Management*. 5th Ed. Harlow: Pearson.

Pinto, J. (2019) *Project Management: Achieving Competitive Advantage*, Global Edition. 5th Ed. Harlow: Pearson.

Saunders, M., Lewis, P. and Thornhill, A. (2023) *Research Methods for Business Students*. 9th Ed. Harlow: Pearson.

Websites

www.apm.org.uk

Association for Project
Management

“Resources”

(General reference)

asana.com

Asana

(Tools)

www.projectmanagement.com

Project Management Institute

(General reference)

www.projectsart.co.uk

ProjectSmart

(General reference)

trello.com

Trello

(Tools)

Unit 7: Operational Planning and Management

Unit code K/650/2919

Unit type Core

Unit level 4

Credit value 15

Introduction

Operations management is everywhere, in every organisation, in every service experienced and in every product consumed. It is the administration of business practices to create the highest level of efficiency possible in an organisation. It is concerned with converting materials and labour into goods and services as efficiently as possible to maximise profits.

The aim of this unit is to enable students to explore how operations management manages all business activities to efficiently create and deliver products and services. This includes the transformation of inputs into outputs of finished goods and services and activities throughout the supply chain. Students will explore the approach to quality management and continuous improvement in the production process. They will review how operations managers have to look externally as well as at internal processes, considering suppliers' performance and customers throughout the supply chain.

By the end of the unit students will have an insight into the complex nature of operations, processes and supply chain management, fundamental for understanding the holistic work environment in any industry and organisation.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Examine the interrelationships of operations management with the other functions within an organisation
- LO2 Explain the importance of operations management in achieving effective organisational performance
- LO3 Apply quality management approaches to solve practical operations management problems
- LO4 Assess the role of supply chain management in supporting an organisation to satisfy customer requirements.

Essential Content

LO1 Examine the interrelationships of operations management with the other functions within an organisation

Operations, core and support functions:

Definition of 'operations' and 'operations management'

Defining the operations function and management of activities to create and deliver products and services that include control and distribution systems, transformation process, process design, capacity management, logistics and inventory management

Core functions of operations e.g. marketing, product/service development

Support functions, including accounting and finance, human resources (HR), information systems and process technology

Interrelationships between operations, core and support functions

Career opportunities and roles in operations management e.g. operations manager, logistics manager, supply chain specialist, operations analyst

Skills and competencies required:

- soft skills e.g. logical approach, quality conformance, communication skills, ethical awareness
- technical skills e.g. collaborative planning and forecasting, assessing and prioritising risks, business continuity planning and mitigation, integrating and improving systems technologies
- managing business recovery, uncertainty and seeking innovative solutions to business needs in a post-pandemic world
- managing interrelationships e.g. how to manage potential conflict, hold-ups.

Input-transformation-output process:

Inputs, including raw materials, information and customers

Transforming resources of facilities and staff

Outputs of products and services, including facilitating services, service-conscious manufacturing and the servitisation of organisations e.g. offer to customers of maintenance, maintenance support and training updates

The process hierarchy – levels of process, the operation, supply network and individual processes

Impact of the 'four Vs' (volume, variety, variation, visibility) on operations and processes.

LO2 **Explain the importance of operations management in achieving effective organisational performance**

Importance of operations:

The value of operations management for sustainable success, maximising profitability, productivity and efficiency

The benefits of effective operations management e.g. quality, productivity, customer satisfaction, reduced cost

The importance of meeting stakeholder requirements

Improvement and innovation in operations function for driving organisational improvement, quality and organisational reputation.

Challenges faced in operations management:

The impact of the post-pandemic world on the supply chain e.g. material shortages, disruption to distribution networks, delivery times of goods and services

Factors affecting pricing models, the increased volatility and rising costs of raw materials

Dealing with post-Brexit trade barriers and regulations, and the impact this has had on operations and supply chains e.g. labour shortages, additional costs, complexity and risk of delay associated with new checks

Increased customer expectations relating to quality, sustainability and variety

Social and environmental issues e.g. political disruption, climate change, natural disasters

Addressing the challenges of reducing greenhouse gas emissions in supply chains, reducing impacts on air, land, biodiverse and geological resources

Globalisation e.g. shipping costs, energy costs

Partnership relationships and reputation management.

Organisational performance measurement:

Performance objectives of operations management e.g. quality, speed, dependability, flexibility, cost

Setting performance targets and key performance indicators (KPIs) to measure success

Defining key performance metrics, including financial, customer satisfaction, employee satisfaction, productivity and response rate

Balanced scorecard approach to performance measurement: financial, customer, internal processes and learning and growth.

LO3 **Apply quality management approaches to solve practical operations management problems**

Importance of quality:

Increased customer satisfaction, including loyalty and retention

Improved organisational performance e.g. market share, waste reduction, impact on costs and revenue, improved operation processes

The impact that quality has on reputation and employee motivation and engagement.

Different approaches to quality and continuous improvement:

Process management to improve efficiency, compliance and output

Total quality management (TQM) and developments from Deming's original 14 points for quality control for meeting customers' requirements, including employee involvement, process review and redesign, competitive benchmarking, 'right first time' and constant measurement of results

Quality systems approach to achieve quality management that documents structure, processes, roles and responsibilities, policies and procedures

ISO 9001, including the seven quality management principles

Dimensions of TQM e.g. continuous improvement, process control, management and leadership, teamwork

Theories of TQM: Crosby, Juran, European Foundation for Quality Management

TQM methodologies including six sigma and DMAIC (define, measure, analyse, improve, control), lean manufacturing, zero defects, just-in-time, quick response manufacturing

Best practice in TQM e.g. continuous improvement, customer focus, clear implementation strategy.

Monitoring and controlling operations:

Frequency of monitoring and evaluating

Reporting results

Deviating from the operational plan and replanning activity

Use of control techniques e.g. push and pull control, trial and error control.

LO4 **Assess the role of supply chain management in supporting an organisation to satisfy customer requirements**

The scope of supply chain management:

The difference between supply chains and supply networks

Internal and external supply chains

Tangible and intangible supply chains

Lean supply networks, efficiency and the functional product vs agile supply networks, responsiveness and the innovative product.

Supply chain performance objectives:

Different objectives of quality and speed, including responsiveness to customer demand and the impact on inventory, dependability, flexibility/agility, cost, sustainability.

Managing supply chain relationships:

In-house vs outsourcing of activities

Contract-based/transactional relationships vs long-term/partnership relationships

Characteristics, advantages and disadvantages of these relationships

Supply-side management and the four key approaches of multiple, single, delegated and parallel sourcing

Ethical global sourcing, both benefits and risks, including the ethical and sustainable considerations and standards of sources e.g. human rights, modern-day slavery, corruption and bribery

Development of new pricing approaches, flexibility and capabilities to create long-term competitive advantages

Demand-side management components, including logistics services, which includes in-house and outsourcing and customer relationship management (CRM)

Approaches to stakeholder and supplier relationship management, including effective networking, collaborative working techniques and negotiation.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the interrelationships of the operations function with the other functions within an organisation		LO1 and LO2 D1 Critically analyse operations, processes and management in successfully improving organisational performance and achievement of objectives.
P1 Examine the interrelationships between operations and the core support functions in a range of organisations. P2 Examine the impact that operations and processes have on other functions in an organisation.	M1 Analyse the role of operations and processes and impacts in an organisation.	
LO2 Explain the importance of operations management in achieving effective organisational performance		
P3 Explain the challenges faced by operations management in a range of organisations when meeting customer requirements. P4 Compare how different organisations measure operations performance and their effectiveness.	M2 Analyse the importance and effectiveness of operations management in enhancing organisational performance.	
LO3 Apply quality management approaches to solve practical operations management problems		D2 Justify different approaches of quality management to successfully solve operations management problems, optimise organisational performance and meet business objectives.
P5 Apply different approaches to quality management for given operations management problems to optimise organisational performance.	M3 Compare benefits and limitations of different approaches for solving operations management problems and improving and optimising organisational performance.	
LO4 Assess the role of supply chain management in supporting an organisation to satisfy customer requirements		D3 Critically evaluate effective supply chain management to make recommendations for enhancing and exceeding customer satisfaction.
P6 Review the role of supply chain management in supporting different organisations to supply products and services to meet their customers' needs.	M4 Evaluate how different organisations manage their supply chain relationships to ensure and maintain customers' satisfaction.	

Recommended Resources

Textbooks

Cole, G.A. and Kelly, P. (2020) *Management Theory and Practice*. 9th Ed. Andover, Hants: Cengage Learning EMEA.

Grant, D.B., Trautrimis, A. and Wong, C.Y. (2022) *Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management*. 3rd Ed. London: Kogan Page.

Jacobs, F.R. and Chase, R.B. (2023) *Operations and Supply Chain Management*. 17th Ed. Maidenhead: McGraw Hill Education.

Reid, R.D. and Sanders, N.R. (2019) *Operations Management: An Integrated Approach*. 7th Ed. Hoboken, NJ: Wiley.

Slack, N., Burgess, N. and Brandon-Jones, A. (2022) *Operations Management*. 10th Ed. Harlow: Pearson.

Websites

www.ascm.org

Association for Supply Chain Management
(General reference)

www.cips.org

Chartered Institute of Procurement and Supply
(General reference)

www.ismworld.org

Institute for Supply Management
(General reference)

www.scdigest.com

Supply Chain Digest
"Resources/Education"
(General reference)

Unit 8: Digital Business in Practice

Unit code R/618/5054

Unit type Core

Unit level 4

Credit value 15

Introduction

As businesses across industries digitise their operations and processes, digital skills are highly valued by employers. Developing digital skills – ranging from data analysis to digital design, digital marketing and customer relationship management – is vital for progression in higher education but, crucially, also aids employability in a vast array of roles in the business environment.

In today's world, new technologies play an increasingly important role in the economy and in society. To remain competitive, businesses need to continually update and upskill their workers' competence. There is also a responsibility and onus on individuals to keep up to date with the changing digital landscape.

In this unit students will explore the impact of a range of digital technologies on the workplace. They will examine how these technologies can support businesses aims and services and allow interaction with customers, for example, to promote their business, to encourage people to visit their e-commerce site, to buy goods or services, to drive and increase sales, and to provide high levels of customer service. The skills generated through an understanding of the practical and necessary use and application of relevant technologies will enable students to present themselves as being digitally literate to employers and give them the confidence to succeed in applying modern, digital methods.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Examine the digital business environment, emerging trends and contemporary approaches
- LO2 Investigate the effectiveness of the use of digital technologies to achieve business objectives
- LO3 Develop a transformational digital strategy plan to support the implementation of digital technologies within an organisation
- LO4 Present the design of a selected mobile application to support a digital strategy within an organisation.

Essential Content

LO1 Examine the digital business environment, emerging trends and contemporary approaches

Defining digital business:

Definitions of digital business, digitisation and digitalisation of business

Digital business models

Integrating business models, the business environment and the internet.

Use of digital technologies:

Cloud computing for access and storage, cloud file sharing and collaboration, record management

Digital technologies for effective internal communication e.g. use of Slack, Gmail and Skype for instant messaging and video conferencing

Use of artificial intelligence (AI) software, e.g. ChatBot

Customer service relationship management using social media e.g. Meta, Twitter, LinkedIn, Instagram, YouTube

Integrated management systems software e.g. enterprise resource planning (ERP)

Data analytics for audience profiles e.g. age, gender, income, geographical location

Data-gathering tools and analysis, including Facebook Insights, Twitter Analytics and Google Analytics or any other suitable social media analytical tool.

Emerging trends:

The social networks of individuals and developments in internet technology

Distributed ledger technology (DLT), the impact of blockchain and cryptocurrency on business transactions

Artificial intelligence (AI).

LO2 Investigate the effectiveness of the use of digital technologies to achieve business objectives

The main functions of digital technologies:

Different ways in which digital technology has transformed how people communicate, learn and work:

- practical application of marketing and brand promotion on products and services
- sharing information and data-based decision-making and performance measurement
- building relationships with customers/clients
- knowledge and information management
- performance measurement and planning
- business networking and interaction with customers
- effective internal communication and collaboration
- storage and archiving of data and information
- project management, budgeting, forecasting and target setting

The use of statistical methods for business

An introduction to financial statements, including balance sheets, income statements and cash flows, to consider the impact of digital business in an organisation.

Business-to-consumer (B2C) digital interaction:

The benefits of social media e.g. increased brand awareness, increased web traffic, targeted sales, increased revenue

The implementation and assessment of social media strategies to create effective social media marketing campaigns across multiple platforms

The benefits of good user interface (UI) and user experience (UX) design.

Business-to-business (B2B) digital interaction:

Managing brand and transparency using account-based digital advertising in the B2B context

Different types of e-commerce platforms to provide information to B2B customers on stock levels, products regularly ordered, past purchases and add-ons for products previously bought

Account portfolio management, measuring and identifying target accounts, engagement and considerations for tactical advertising and multichannel penetration.

Risks and issues of the use of digital technologies to support business aims and services:

Managing negative comments on social media and damage to reputation

Increased use of business and personal resources to manage and control social media campaigns

Customer complaints and feedback visible and open for scrutiny by the public

Negative impact on health and mental wellbeing

Meeting regulatory requirements for data protection e.g. UK General Data Protection Regulation (GDPR) compliant

The impact of increased vulnerability to cybercriminals and measures to be taken for cybersecurity.

LO3 Develop a transformational digital strategy plan to support the implementation of digital technologies within an organisation

Managing digital transformation:

Leading and managing teams in the digital era, the role of the virtual leader

An analysis of organisations closely associated with the digitalisation of business (e.g. Google, Apple) and digital leadership in other sectors e.g. retail, finance

Skills required for managing uncertain and complex environments

Ethical considerations in information systems and data analytics.

Digital implementation and strategy:

Implementation to improve efficiency, value or innovation

The use of a digital transformation strategy plan to identify and shape new opportunities

Assessing and developing new business ideas through the business model canvas

Defining a digital vision, clear objectives and digital opportunities

Types of digital innovation and examples of digital disruptors

Considerations for strategic, long-term planning, focusing on integrated digital media channels, implementation of new technologies and smart, digital ways of working

Setting SMART (specific, measurable, achievable, realistic, timely) targets in terms of integrating digital devices, platforms, media, data and technologies into organisation capabilities, processes and systems

Testing ideas, creating prototypes, piloting and assessing customer feedback.

Developing a competitive edge:

Leading transformation and change to deliver added value and innovation

Identifying and prioritising opportunities

Strategies for embedding new technologies

The interrelationship between the internet and strategy

Information technology (IT) and change management

Risk management, contingency planning to mitigate risk, mitigating implementation and monitoring.

LO4 Present the design of a selected mobile application to support a digital strategy within an organisation

Mobile applications:

App marketing and app store optimisation

Different mobile platforms, e.g. Android, iPhone, iPad, Windows, Hybrid

Different app design for web app, mobile and tablet

Design factors for the UI and UX

Design aspects, including storyboarding, user stories, colours and fonts

Prototyping and prototyping tools e.g. Adobe XD and IBM Cloud

Identifying new business opportunities, generating feedback and putting real-world learning and theory into practice

Obtaining start-up finance and initial digital marketing.

Presentation and pitching skills:

Audience awareness, research and sensitivity

Competitor research

Business and product narratives

Structure and time

Verbal and non-verbal communication to meet audience requirements

Presentation, behaviour and conduct of presenter e.g. attire, attitude, suitability for audience, preparation and organisation.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the digital business environment, emerging trends and contemporary approaches		LO1 and LO2 D1 Critically evaluate a range of digital business approaches in global organisations to promote new business growth.
P1 Explain the range of digital approaches taken by organisations. P2 Explore the relationship between contemporary approaches to digital business and their impact on meeting key performance indicators (KPIs) successfully.	M1 Evaluate the importance of digital business to organisations in a global context.	
LO2 Investigate the effectiveness of the use of digital technologies to achieve business objectives		
P3 Investigate a range of digital technologies used by organisations to achieve business objectives.	M2 Assess the effectiveness of the use of digital technologies on business objectives in a range of global organisations.	

Pass	Merit	Distinction
<p>LO3 Develop a transformational digital strategy plan to support the implementation of digital technologies within an organisation</p>		<p>LO3 and LO4</p> <p>D2 Formulate a transformational digital strategy plan and an accompanying mobile application design through the consideration of key economic, social, cultural, technological, political, environmental and behavioural data to justify its implementation.</p>
<p>P4 Illustrate the ways in which digital technologies can support organisations.</p> <p>P5 Construct a digital strategy plan to support the implementation of digital technologies in an organisation.</p>	<p>M3 Assess the ways in which digital innovation can assist organisations in developing a competitive edge through a digital strategic plan.</p>	
<p>LO4 Present the design of a selected mobile application to support a digital strategy within an organisation</p>		
<p>P6 Pitch the design of a mobile application that supports the overall digital strategy of an organisation.</p>	<p>M4 Pitch a mobile application, identifying ways in which it supports different digital strategies in organisations.</p>	

Recommended Resources

Textbooks

Bocij, P., Greasley, A. and Hickie, S. (2018) *Business Information Systems – Technology, Development and Management for the Modern Business*. 6th Ed. Harlow: Pearson.

Brown, A.W. (2019) *Delivering Digital Transformation: A Manager's Guide to the Digital Revolution*. Berlin: De Gruyter.

Chaffey, D., Hemphill, T. and Edmondson-Bird, D. (2019) *Digital Business and E-Commerce Management*. 7th Ed. Harlow: Pearson.

Donald, M. (2019) *Leading and Managing Change in the Age of Disruption and Artificial Intelligence*. Bingley: Emerald Publishing.

Laudon, K. and Laudon, J. (2021) *Management Information Systems: Managing the Digital Firm*. 17th Ed. Harlow: Pearson.

Unit 9: Organisational Behaviour Management

Unit code R/650/2920

Unit type Core

Unit level 5

Credit value 15

Introduction

Organisational behaviour is concerned with understanding, explaining and predicting the behaviour of individuals in the workplace and can assist in the development of practical solutions to organisational and managerial problems. Individuals, whether acting in isolation or collectively as part of a group, engage in actions and behaviours that can have a positive or negative impact on organisational performance and the achievement of strategic goals. It is therefore essential that those who are involved in managing and leading people in organisations acquire insight and expertise in organisational behaviour.

The aim of this unit is to develop knowledge and understanding of how organisational behaviour concepts, theories and techniques can be applied in work and management settings to enhance individual, team and organisational performance. Students will be able to apply this knowledge in a variety of business situations. They will appreciate how effective application of organisational behaviour principles can be used to explain why people behave and act in particular ways and to predict how employees will respond to certain demands. The unit also develops student understanding of the influence of culture and of the operation of power and politics in organisations, and how these variables influence the actions and behaviour of people in an organisational context.

On successful completion of this unit, students will have developed a range of transferable skills and knowledge. This includes core people management skills used to achieve positive organisational outcomes and to create value by recognising individual difference, team working and the creation of inclusive organisational cultures.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches
- LO2 Apply content and process theories of motivation to create and maintain an effective workforce
- LO3 Lead a group team activity for a given business situation to demonstrate effective team leadership skills
- LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals.

Essential Content

LO1 **Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches**

Individual difference – personality:

Approaches to the study of human personality

Nomothetic and idiographic perspectives and implications

Debates around measuring and testing human personality

The 'big five' dimensions of human personality: extroversion, agreeableness, conscientiousness, emotional stability and openness to experience

Debates around individual personality differences and abilities

The extent that personality dimensions link to job roles and performance, job attitudes, leadership and team working abilities

Application of personality and other forms of psychometric assessment in selection and promotion decisions, team building and professional development programmes.

Emotional intelligence as a related concept of human personality:

Developing self-awareness and understanding the value of own impact and emotional intelligence

Importance of developing emotional intelligence: awareness of own thoughts, actions and feelings; ability to sense others' moods and needs

Managing self and the warning signs of stress e.g. fatigue, anxiety, inability to concentrate

Managing stress e.g. seeking clarity on job/task requirements; prioritising and organising; creating a balanced schedule; asking for help and support from others.

Individual difference – perception:

Significance of perception in developing effective personal and work relationships

Factors that influence an individual's perceptual set e.g. personality, past experiences, expectations, learning

Relationship between perception and behaviour

Perceptual errors and distortions, including stereotyping, unconscious bias and how cultural differences can be misconstrued

The relationship between perception and communication

Verbal and non-verbal communication, selecting information and making judgements

Attribution theory and interpersonal perception.

LO2 Apply content and process theories of motivation to create and maintain an effective workforce

Motivational theories:

Main features of key models and their underpinning assumptions of content and process theories of motivation

Content theories, including Alderfer, Herzberg, Maslow, McClelland

Process theories, including Adams, Latham and Locke, Porter and Lawler

The implications of motivational theory for management and leadership practice in organisations

Differences between intrinsic and extrinsic motivation

The relationship between motivation, job satisfaction and employee commitment and engagement

Modifying employee on-the-job behaviour through reinforcement initiatives.

Application of motivation theories:

Characteristics and behaviours of employees who demonstrate low and high motivation

Implications of motivation theories for the design of work

The job characteristics model of Hackman and Oldham

Implications of motivation theories for the design of reward and benefit packages

The concept of empowerment and empowering people to meet higher-level needs

Human motivation as a complex, dynamic and culture-bound concept, affected by a range of personal, generational and environmental factors.

LO3 **Lead a group team activity for a given business situation to demonstrate effective team leadership skills**

Different types of organisational team:

The importance of work groups and effective team working in contemporary organisations

Types of team e.g. functional and cross-functional, problem-solving, project and self-directed teams

The impact of globalisation and digital technologies on organisational teams, including virtual and cross-cultural teams

Diversity and issues of communication, leadership and insufficient support

Digital tools for communication (e.g. Slack, Skype, Microsoft Teams) and project management (e.g. Trello, Smartsheet)

Cloud-based technologies for file-sharing, collaboration and storing information.

Team dynamics and teamwork:

Differences between groups and teams

Team development models: the stages of team development and the implications for task achievement and team member relationships development

Tuckman's four stages of team development

Belbin's role typology for creating effective teams and consideration of skills required for resolving team conflict and creating effective teams

The concept of cohesiveness and the role and importance of norms

Issues with cohesive teams e.g. groupthink, suspicion and aggression towards outsiders, resistance to change

Challenges in facilitating cohesiveness in global, virtual and diverse teams.

Leading a team:

Techniques for effectively chairing meetings both offline and online

The importance of communicating organisational vision and goals effectively and how this influences teams

Delegating responsibility to individuals on the basis of their expertise, competence, skills, knowledge and development needs

Categorising areas for improvement in team members' performance outputs and standards

Amending priorities and plans to take account of changing circumstances

Techniques for leading multiple virtual teams

Skills and behaviours for effective leadership e.g. inclusive, agile, professionalism in setting an example, being fair, consistent and impartial.

LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals

Influence of power:

Power as a property viewpoint: individual, relationships and embedded in structures

Hard and soft sources of power

Bases and types of power, power controls and power sources

The use of power as an influencing mechanism in different circumstances and situations to achieve organisational goals and influence employee behaviour and performance.

Influence of politics:

Organisational politics arising from structural divisions, differing priorities and interests and when policies and rules are interpreted or acted on differently

Political activity during periods of organisational change and political behaviour associated with conflict and resistance.

Influence of culture:

Culture as a key variable affecting organisational success and factors that influence it e.g. nature of business, company goals, employee behaviours, diversity

Culture promoting organisational values, expectations of how work should be undertaken and behavioural expectations of employees

The impacts of organisational culture and diversity on leading and managing change

How culture manifests itself at different levels (Schein)

Types of organisational culture and factors to consider when seeking to develop high-performance organisational cultures

Cross-cultural differences, diversity and the need for awareness of cultural difference when developing organisational strategy and policy

Hofstede's cultural dimensions theory and application

The influence of globalisation and digital technologies on organisational culture in the 21st century, including the opportunities and challenges of remote working practices

Principles of network theory and systems theory as frameworks to understand organisations.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p>LO1 Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches</p>		
<p>P1 Assess own personality traits and attributes in terms of them having a positive or negative effect on management approaches and organisational performance.</p> <p>P2 Reflect on the value and importance of personality and perception for effective managerial relationships.</p>	<p>M1 Challenge own perspectives and individual traits and attributes to influence and improve managerial relationships.</p>	
<p>LO2 Apply content and process theories of motivation to create and maintain an effective workforce</p>		
<p>P3 Apply content and process theories of motivation for enhancing and maintaining an effective organisational workforce, providing specific examples.</p>	<p>M2 Critically assess the extent that employee motivation can be enhanced and maintained by practical application of content and process theories of motivation.</p>	
<p>LO3 Lead a group/team activity for a given business situation to demonstrate effective team leadership skills</p>		
<p>P4 Communicate organisational goals and objectives to effectively lead a team for a given business situation.</p> <p>P5 Explore the relevance of group behaviour and team theory in the creation and management of effective team working.</p>	<p>M3 Reflect on personal contribution to group behaviour and dynamics in leading and managing the team effectively.</p>	
		<p>LO1 and LO2</p> <p>D1 Adapt personal perspectives, traits and attributes to justify improvements that influence and enhance employee motivation and create an effective workforce.</p>
		<p>D2 Revise personal contribution and skills in effectively leading teams to make justified recommendations for own improvement.</p>

Pass	Merit	Distinction
<p>LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals</p>		
<p>P6 Examine how the operation of power, politics and culture in an organisation affect employee behaviour and the accomplishment of organisational goals.</p>	<p>M4 Evaluate how the operation of power, politics and culture affect employee behaviour and the accomplishment of organisational goals.</p>	<p>D3 Make justified recommendations on how power, politics and culture can be used effectively to influence and direct employee behaviour towards the accomplishment of organisational goals.</p>

Recommended Resources

Textbooks

Brooks, I. (2018) *Organisational Behaviour: Individuals, Groups and Organisation*. 5th Ed. Harlow: Pearson.

Buchanan, D.A. and Huczynski, A.A. (2019) *Organizational Behaviour*. 10th Ed. Harlow: Pearson.

Carbery, R. and Cross, C. (2021) *Organisational Behaviour: An Introduction*. 2nd Ed. London: Red Globe Press.

Mullins, L.J. (2023) *Organisational Behaviour in the Workplace*. 13th Ed. Harlow: Pearson.

Wilson, F.M. (2018) *Organizational Behaviour and Work: A Critical Introduction*. 5th Ed. Oxford: Oxford University Press.

Websites

www.businessballs.com

Businessballs

“Management – Leading people – Organisational Culture”

(Articles)

www.hrzone.com

HRZone

“Lead – Culture”

(Articles)

www.managementstudyguide.com

Management Study Guide

“Library – Organizational Behaviour”

(General Reference)

www.managementtoday.co.uk

Management Today

“Leadership Lessons”

(Articles)

Unit 10: Managing and Leading Change (Pearson-set)

Unit code	T/650/2921
Unit type	Core
Unit level	5
Credit value	15

Introduction

'Change is the only constant in life' (Heraclitus, 500 BCE). Whatever industry and whatever position you are employed in, there is always change. As such, businesses need to adapt and change with the changing business environment. Organisations are seeing change at a more rapid speed than ever before. Technology is playing a big part in this increased pace of change. Change leaders are evident in all business sectors and in a variety of roles in an organisation.

In business, change is all around, in all areas of an organisation, from minor process changes to large-scale structural change. The aim of this unit is for students to understand the different types and scope of change that may occur in an organisation. The unit will aim to illustrate the drivers and triggers for change and how they vary and affect organisations in different ways, including the degree of impact and management's response to change. Students will gain an appreciation of how the depth of change can influence organisational behaviour, both during and after the change.

On successful completion of this unit, students will be able to apply a range of change management concepts, including diagnosing driving and resisting forces, planning for change and dealing with change in organisational settings. This will put students in a strong position to contribute to change initiatives in the workplace.

This is a Pearson-set unit. It will enable students to explore and examine a relevant and topical aspect of business that is driving change in the context of the business environment and apply this to the principles of change management.

***Please refer to the accompanying *Pearson-set Assignment Guide and Theme Release* document on HN Global for further support and guidance on the delivery of the Pearson-set unit.**

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Produce a comparative analysis of the different types and drivers of change in business
- LO2 Evaluate the impact of change on organisational behaviour
- LO3 Examine different leadership techniques in decision-making for managing resistance to change and overcoming barriers
- LO4 Recommend a range of leadership approaches to support the management of change initiatives.

Essential Content

LO1 Produce a comparative analysis of the different types and drivers of change in business

Types of organisational change:

Change in a business context, including large-scale (e.g. radical, discontinuous, revolutionary) and small-scale e.g. incremental, evolutionary

Different types of change, including planned or emergent, initiated or imposed

Types of internal organisational change: structural, strategic, people and process change

Individual, group and organisational levels of change.

Drivers of change:

Internal and external drivers of change e.g. PESTLE (political, economic, sociological, technological, legal and environmental) and core competencies, including identification and selection of the most significant drivers in each context

The impact of technologies, including mobile devices, cloud computing, artificial intelligence (AI), cognitive computing and data analytics on the speed of change and as a driver of change

The digital transformation of organisations and the change business model.

LO2 Evaluate the impact of change on organisational behaviour

Change and the impact on organisational behaviour:

The impacts of change at individual, group and organisational level

The psychological impact of change on people and the implications of change

Impact on team dynamics and how people are led and managed

The influence of position and perception on differing views of change, negatively or positively.

Readiness to change:

Learning organisations

The use of systems theory, systems leadership and continuous improvement models to predict and proactively plan for change.

Measures to minimise impact change:

Different perspectives on dealing with change

Change impact analysis (e.g. Bohner and Arnold) and impact analysis techniques

The importance of stakeholder analysis and communication in change

Application of the Burke-Litwin model to make the change process efficient and effective

Preparing and planning for business continuity in response to major disruption and disaster recovery

The benefits of effective succession planning for supporting planned transition and change

Best practices for effective business continuity and succession planning.

LO3 Examine different leadership techniques in decision-making for managing resistance to change and overcoming barriers

Barriers and resistance to change:

Different levels of resistance e.g. individual, group and organisational levels

Recognition of the barriers to change, including physical, psychological and economic factors, for the individual, teams, managers and the organisation as a whole

Schein's organisational culture model, self-efficacy perceptions and situational resistance when determining barriers

The use of force field analysis to understand likely opposition and support for change.

Leadership and decision-making:

The use of the Vroom-Yetton-Jago decision-making model to identify correct leadership style for the situation and level of involvement required

Leadership ethics for effective decision-making e.g. respecting and valuing diversity, values and ethical beliefs

Speed of change e.g. pre-emptive and proactive or responsive and reactive

The impact that the scope of the change may have on decision-making

Factors for consideration, including organisational values and culture, ethics, type of decision (strategic vs tactical), value for money (VfM) and internal organisational factors

The influence stakeholders have on attitudes to change.

Responding to barriers and resistance to change:

Conflict management, including Thomas-Kilmann Conflict Mode Instrument (TKI) and interest-based relational (IBR) approach

Strategies used to manage conflict e.g. choosing a style of conflict resolution appropriate to the situation, separating people from problems, listening actively and empathetically, establishing the facts of the case, exploring options for a solution, producing a resolution plan and gaining buy-in from all parties

Overcoming barriers to change, including: defining the changes required; moving to and agreeing a desired position with manager(s), team(s) and individuals; obtaining support; structuring the elements for change in overt ways.

Delegation:

Models of delegation e.g. Tannenbaum and Schmidt's continuum, Tuckman's four-stage model

Features of delegation e.g. task definition, goal-planning, team/person selection, assessment of team/person capability, rationale for the delegation, target-setting

Monitoring tools and reporting techniques e.g. activity management by observation, the use of checklists, updates and reports, self-assessment

Factors affecting the success of delegated activities e.g. knowledge, experience and expectations of those involved, clarity of instructions, access to resources, time management.

LO4 Recommend a range of leadership approaches to support the management of change initiatives

Leadership approaches:

The context of a task, activity or challenge to determine leadership styles and management approaches for supporting the management of change in the organisation e.g. situational leadership, transformational leadership and psychodynamic approaches

'Nudge' theory and influencing behaviours

Features, advantages and disadvantages of different decision-making techniques, including decision tree analysis, Delphi technique, multi-voting, modified Borda count and paired comparison analysis.

Initiating change:

The impacts of change initiated by leaders e.g. increased control, time and increased opportunity to select the best approach to apply

The impacts of change that is imposed e.g. opportunities are reduced or even negated

The use of change agents in initiating and aiding change.

Change models:

The benefits and disadvantages of the key models of change, including:

- Kotter's eight-step change model
- Lewin's change management model McKinsey's 7-S model
- Kotter's dual operating system, which addresses both entrepreneurial ideas and strategy
- Balogun and Hope Hailey's change kaleidoscope and the application of power politics and culture to change
- change through strategic communication, the principles of change leadership
- use of the ADKAR model (awareness, desire, knowledge, ability and reinforcement) model to identify why change is difficult and why changes succeed or fail.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Produce a comparative analysis of the different types and drivers of change in business		LO1 and LO2 D1 Make justified recommendations that would minimise the impact of organisational change on organisational behaviour.
P1 Review a range of contemporary examples of organisational change and their impact on business operations. P2 Compare drivers for change and their influence on organisational change.	M1 Analyse drivers for change and the types of organisational change they have affected.	
LO2 Evaluate the impact of change on organisational behaviour		
P3 Analyse how leadership and individual behaviour in organisations can be affected by change. P4 Evaluate measures that can be taken to minimise negative impacts of change on organisational behaviour.	M2 Critically evaluate the long-term implications of change on organisational behaviour.	

Pass	Merit	Distinction
<p>L03 Examine different leadership techniques in decision-making for managing resistance to change and overcoming barriers.</p>		<p>L03 and L04</p> <p>D2 Critically analyse different leadership techniques, approaches and models in relation to the drivers and resisting forces.</p>
<p>P5 Investigate forces for and against change and how they affect leadership decision-making in organisations.</p> <p>P6 Discuss effective leadership techniques for managing resistance to change and overcoming barriers.</p>	<p>M3 Apply force field analysis to analyse both driving and resisting forces to show how they influence leadership techniques for decision-making.</p>	
<p>L04 Recommend a range of leadership approaches to support the management of change initiatives</p>		
<p>P7 Recommend change leadership approaches and models to support the management of change initiatives to meet organisational vision and goals.</p>	<p>M5 Analyse the use of leadership approaches and models for supporting the management of change initiatives.</p>	

Recommended Resources

Textbooks

Cameron, E. and Green, M. (2024) *Making Sense of Change Management*. 4th Ed. London: Kogan Page.

Dawson, P. and Andriopoulos, C. (2021) *Managing Change, Creativity and Innovation*. 4th Ed. London: Sage Publishing.

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Websites

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Business Training Works

“Resources”

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www.managementtoday.com

Management Today

(General reference)

www.mindtools.com

Mind Tools

“Explore – Leadership and management – Change management”

(General reference)

www.strategy-business.com

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Unit 11: Principles of Operations Management

Unit code A/618/5078

Unit type Core

Unit level 5

Credit value 15

Introduction

Operations management is everywhere, in every organisation, in every service experienced and in every product consumed. Operations management is the administration of business practices to create the highest level of efficiency possible in an organisation. It is concerned with converting materials and labour into goods and services as efficiently as possible to maximise profits.

The aim of this unit is to introduce students to the role of operations in an organisation, how the nature of operations management has evolved and how it contributes to sustained competitive advantage. Students will understand the key concepts of operations management in an organisational and environmental context, and how this links to supply chain management, products and processes, organisational efficiency and effectiveness, and the achievement of tactical and strategic objectives. A variety of operations management techniques and frameworks will be explored, including continuous improvement, total quality management, benchmarking and risk analysis.

By the end of this unit students will have an appreciation of the dimensions of operations management and its central role for organisations across a wide range of sectors. Students will also have the knowledge and skills required to progress to higher levels of study or employment in positions in operations, logistics and supply.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Analyse the effectiveness of operations management in contributing to organisational objectives across a wide range of organisations and sectors
- LO2 Apply a range of techniques and analysis frameworks used by operations managers to support decision-making and address problems
- LO3 Apply the concept of continuous quality improvement in an operational context
- LO4 Conduct a strategic risk analysis (SRA) on the operations functions of an organisation.

Essential Content

LO1 Analyse the effectiveness of operations management in contributing to organisational objectives across a wide range of organisations and sectors

Operations management in context:

Evolution of operations management, from craft to mass production to mass customisation to agile and lean

The role and function of operations management in an organisation and across the value chain e.g. planning, organising, negotiating, coordinating and controlling resources

The strategic, tactical and operational perspectives of operations management and its contribution to achieving organisational objectives e.g. impact on costs, quality, revenue, profit and customer satisfaction

Scope of operations management in manufacturing vs service sectors, profit and not-for-profit, small and medium-sized enterprises (SMEs) and large organisations

The transformational process model as a cyclic process: transformed resources – materials, information, customers; transforming resources e.g. staff, facilities; macro-operation (overall transformation) and micro-operations within the macro-operation (manufacture, transport, supply, service); boundaries to the operations system (suppliers, customers, external environment)

Dimensions of operations processes e.g. volume, variety, variation, visibility.

Design and management of supply chain networks:

Operations and supply chain management interdependencies

The impact of operations management on global sourcing and criteria for selecting appropriate suppliers on basis of efficiency, effectiveness, networks and just-in-time (JIT) capabilities

Benefits and risks of deploying technology to drive efficient, effective, sustainable and profitable operations

The impact of internet-based technologies and the use of database information systems to manage expenditures on goods and services

Embedding sustainable procurement practices in supply chain management; considering the environmental and human impact of the journey through the supply chain, from raw materials sourcing to production, storage, delivery and every transportation link in between

Ethical considerations in the supply chain e.g. complying with standards, raising awareness of sustainability and ethical practices.

LO2 **Apply a range of techniques and analysis frameworks used by operations managers to support decision-making and address problems**

Measures of operations performance:

Triple bottom line (TBL/3BL) and sustainability and strategic impact, including achieving objectives of revenue, risk, efficiency and innovation

Business planning tools and techniques e.g. PERT (programme evaluation and review technique), linear programming, forecasting, capacity planning, contingency planning.

Techniques and frameworks:

Control systems and their link to the operational function

Different types of control system, including capacity planning and control, inventory planning and control, and supply chain planning and control

Building a culture of continuous improvement and total quality improvement

Fail fast philosophy to support decision-making; testing and incremental development, pivoting and cutting losses to reduce costs and minimise risk

Business process re-engineering (BPR) to radically redesign core business processes to achieve productivity and quality improvements

Cost-benefit analysis for justification of operational decisions, systems or projects

Valuable, rare, inimitable, organised (VRIO) framework analysis identifying the source of competitive advantage for the organisation

Benefits of benchmarking for improving organisational performance e.g. cost position, gaining strategic advantage and increase organisational learning.

Contingency planning:

Purpose of contingency planning and stages in contingency planning, including the use of benchmarking:

- the process(es) – the development of actions and activities to safely continue a task or activity within resources
- accessing resources for an emergency recovery e.g. money, a building, materials, people, equipment
- discussion relating to the lessons learned.

The impact of technology on decision-making and operations management:

Application of technologies to drive performance e.g. cloud computing, mobile telecommunications, remote working, convergence of technology platforms

Technologies for customisation of design products and services e.g. computer-aided design (CAD)

Use of technologies for the interpretation of data and information to inform evidence-based decision-making e.g. dashboards, performance metrics

Use of software and cloud-based systems e.g. enterprise resource planning (ERP) systems, supply chain management (SCM), new product development (NPD), customer relationship management (CRM).

LO3 Apply the concept of continuous quality improvement in an operational context

Role of total quality management in operations management:

Quality and continuous improvement as a philosophy (kaizen) and approach

Differences between total quality and Quality Assurance

Pioneers of total quality management such as Deming (plan-do-check-act) and Juran e.g. quality planning-quality control-quality improvement.

Continuous quality improvement in practice:

Product quality and process quality improvement in relation to compliance with requirements, specifications and customer expectations compared with process efficiency

Monitoring improvement, diagnosing quality problems and reducing errors using statistical process control

Reasons for variations in product quality process quality

The Taguchi loss function, poka-yoke and the six sigma approach to quality improvement

Lean approaches for systematic waste minimisation, work standardisation and flow, including just-in-time (JIT), 5S and kanban

Quality improvement as a cross-organisational activity and not simply as an independent function

Role of information technologies and software in supporting continuous quality improvement.

LO4 **Conduct a strategic risk analysis (SRA) on the operations functions of an organisation**

Risk analysis and management:

Conducting a risk analysis at the operational, tactical and strategic level e.g. organisational culture, human resource management (HRM), business activities

Exploring risk analysis options e.g. avoid, reduce, transfer, accept

The use of risk management standards and benchmarks

A strategic risk analysis as a systematic and continual process for assessing the most significant operational risks facing the organisation and planning contingency.

Managing uncertainties and potential threats:

Extending the use of PESTLE (political, economic, sociological, technological, legal, environmental) and SWOT (strengths, weaknesses, opportunities, threats) analysis to develop contingency plans and strategies to mitigate negative consequences

Mitigating risk from increasing frequency of non-economic risks e.g. natural disasters, geopolitical uncertainty and global pandemics

Use of risk identification and mapping to support risk assessment and the prioritisation of responses.

Stakeholder analysis and expectations:

The relationship between stakeholders and risk, particularly investors, suppliers and customers

The importance of effective negotiation skills with suppliers and factors to consider in mitigating risk, delivery time, payment conditions, aftercare and maintenance terms and quality standards

The importance of alignment between partners in the supply chain and internal integration of business functions.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the effectiveness of operations management in contributing to organisational objectives across a wide range of organisations and sectors		D1 Justify the impact of effective operations management and the use of operational techniques on achieving objectives in complex and dynamic trading environments, making valid recommendations and solutions.
<p>P1 Analyse the role and effectiveness of operations management across a range of sectors to meet different organisational objectives.</p> <p>P2 Discuss the contribution of effective supply chains to the organisation.</p>	<p>M1 Critically analyse the relationship between effective operations management and the achievement of tactical and strategic business objectives.</p>	
LO2 Apply a range of techniques and analysis frameworks used by operations managers to support decision-making and address problems		D2 Critically evaluate, giving evidence-based recommendations, different techniques and frameworks used by operations managers to solve complex problems and drive organisational performance.
<p>P3 Devise solutions to given operations management problems using a range of techniques and analysis frameworks.</p> <p>P4 Appraise the use of technologies for effective operational performance.</p>	<p>M2 Evaluate different techniques and analysis frameworks used by operations managers to solve problems and achieve high operational performance.</p>	
LO3 Apply the concept of continuous quality improvement in an operational context		D3 Produce a continuous quality improvement plan, underpinned by theoretical concepts, that justifies approaches and solutions, with reference to costs, benefits and sustainable performance.
<p>P5 Evaluate a range of approaches to continuous quality improvement.</p> <p>P6 Prepare a continuous improvement plan based on operational activities in an organisation.</p>	<p>M3 Critique a range of total quality management approaches and techniques within the continuous improvement plan to achieve organisational objectives.</p>	

Pass	Merit	Distinction
<p>LO4 Conduct a strategic risk analysis (SRA) on the operations functions of an organisation</p>		<p>D4 Critically evaluate the significance of SRA for organisations operating in diverse and complex environments.</p>
<p>P7 Discuss the role and importance of SRA for an organisation.</p> <p>P8 Undertake an SRA for an organisation using risk identification and mapping.</p>	<p>M4 Assess a range of contingency plans and strategies available to the organisation as it seeks to manage organisational and stakeholder risk.</p>	

Recommended Resources

Textbooks

Cole, G. and Kelly, P. (2020) *Management Theory and Practice*. 9th Ed. Andover, Hants: Cengage Learning EMEA.

Grant, D.B., Trautrimis, A. and Wong, C.Y. (2022) *Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management*. 3rd Ed. London: Kogan Page.

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"Resources/Education"

(General reference)

Unit 12: Business Strategy

Unit code H/618/5124

Unit type Core

Unit level 5

Credit value 15

Introduction

This unit supports individuals who are working in or towards managerial roles in all market sectors to develop and enhance strategic thinking and planning that will improve organisational performances of businesses in their respective competitive markets. General manager skills and competencies are focused on through a range of themes and topics that can be applied in most contexts.

The aim of this unit is to develop students' awareness of the different types of strategic approach that could be used in an operational, tactical or strategic role for an organisation. This will be underpinned by a thorough knowledge and understanding of the theories, models and concepts that could significantly support an organisation's strategic choice and direction.

On successful completion of this unit, students will have developed sufficient knowledge and understanding of strategy to make a positive, efficient and effective contribution to the development of business plans and operational direction. They could do this in the role of a junior manager responsible for having a specific input into an organisation's decision-making and planning.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Analyse the impact and influence that the macroenvironment has on an organisation and its business strategies
- LO2 Assess an organisation's internal environment and capabilities
- LO3 Apply the outcomes of an analysis, using an appropriate strategic management tool, in a given market sector
- LO4 Develop a strategic management plan in an organisation, informed by models, theories and concepts, to achieve competitive advantage in a given market sector.

Essential Content

LO1 **Analyse the impact and influence that the macroenvironment has on an organisation and its business strategies**

The strategic context:

Missions, visions and objectives

The definition and meaning of strategy

Business strategy vs corporate strategy

The role of strategy to achieve business objectives and goals, strategic intent and different strategic direction

Different strategic planning techniques.

Analytical frameworks of the macroenvironment:

The different types of frameworks and analysis of the macroenvironment, including:

- stakeholder analysis and stakeholder matrix, stakeholder mapping
- environmental analysis using PESTLE (political, economic, sociological, technological, legal, environmental) and Porter's five forces model
- structure–conduct–performance model
- strategic positioning e.g. Ansoff's growth vector matrix
- organisational audit and the use of SWOT (strengths, weaknesses, opportunities, threats) analysis and benchmarking indicators.

LO2 **Assess an organisation's internal environment and capabilities**

Organisational internal environment:

Strategic capabilities and the key components of strategic capabilities

Resource-based view strategy as a basis for competitive edge

Benchmarking strategic capabilities and value chain analysis

Cost–benefit analysis.

Internal analysis:

Informing internal assessment from external context: linking tools e.g. SWOT informed by PESTLE

McKinsey's 7-S model as a management tool

Analysis of strategic capabilities using the VRIO (valuable, rare, inimitable, organised)/VRIN (valuable, rare, inimitable, non-substitutable) framework.

LO3 Apply the outcomes of an analysis, using an appropriate strategic management tool, in a given market sector

Analytical tools and models of analysis:

The balanced scorecard to align organisation vision and strategy

Competitive analysis using Porter's five forces model

Stakeholder analysis

Applying the Ansoff matrix to product and market strategy.

Monitoring performance:

Monitoring performance against strategic management plans to adjust to an internal and external changing environment

Monitoring techniques e.g. setting monitoring alerts, status reporting using reports, dashboards, analytics, monitoring risk and mitigating risks, frequently revisiting and reviewing action plans that detail strategy implementation and issues

Reviewing and redefining goals, objectives and timelines.

Measuring and evaluating success of strategic outcomes:

Identifying and establishing strategic key performance indicators (KPIs) to measure and evaluate performance

Different types of measure e.g. efficiency, quality, outcome measures

Setting different types of KPI for financials, customers, processes and employees e.g. return on investment (ROI), percentage of market share, delivery response time to customers, employee retention.

LO4 Develop a strategic management plan in an organisation, informed by models, theories and concepts, to achieve competitive advantage in a given market sector

Strategic management planning:

Definitions and overview of strategic management, the process of strategic management, elements included in strategic planning

The use of the business model canvas to visualise, assess and change business models

The use of roadmaps to visualise long-term business objectives and strategies.

Strategic choices and directions:

Strategic alignment of internal processes to organisational objectives

Organisational sustainability

Selection of fit-for-purpose strategy, in line with corporate agendas.

Models, theories and other strategic concepts:

Porter's generic strategies:

- cost-leadership strategy
- differentiation strategy
- differentiation and cost-focus strategy

Hybrid strategy through differentiation and low-cost pricing approaches

Strategic positioning and extended model of Bowman's strategy clock

Diversification by entering new products, markets or combinations –
Ansoff's matrix

Vertical/horizontal integration by acquiring other businesses in a production line
or value chain

Mergers and acquisitions – differences in strategic approach and how this
influences plans.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the impact and influence that the macroenvironment has on an organisation and its business strategies		LO1, LO2, LO3 and LO4 D1 Create a set of valid strategic directions, objectives and tactical actions for successfully achieving strategic alignment, based on critical interpretation of internal and external data and information.
P1 Applying appropriate frameworks, analyse the impact and influence of the macroenvironment on a given organisation and its strategies.	M1 Critically analyse the macroenvironment to determine and inform strategic management decisions.	
LO2 Assess an organisation's internal environment and capabilities		
P2 Conduct an internal environment and capabilities assessment of a given organisation using appropriate frameworks.	M2 Interpret information and data to assess strengths and weaknesses of an organisation's internal capabilities, structure and skill set.	
LO3 Apply the outcomes of an analysis, using an appropriate strategic management tool, in a given market sector		
P3 Determine appropriate management tools to analyse a given market sector for an organisation and inform strategy. P4 Devise appropriate strategic objectives, based on the outcomes of analysis for an organisation to inform strategy.	M3 Justify use of an appropriate strategic management tool for a given market sector, to inform strategy and strategic objectives for an organisation.	

Pass	Merit	Distinction
<p>LO4 Develop a strategic management plan in an organisation, informed by models, theories and concepts, to achieve competitive advantage in a given market sector</p>		
<p>P5 Apply a range of models, concepts or theories to interpret and devise strategic planning for a given organisation.</p>	<p>M4 Produce a strategic management plan that has tangible and tactical strategic priorities and objectives.</p>	
<p>P6 Design a strategic management plan, applying appropriate strategies to improve competitive edge and market position based on the outcomes.</p>		

Recommended Resources

Textbooks

Dess, G., McNamara, G., Eisner, A. and Lee, S-H. (2020) *Strategic Management: Creating Competitive Advantages*. 10th Ed. Maidenhead: McGraw Hill Education.

Johnson, G., Whittington, R., Angwin, D. and Regnér, P. (2023) *Exploring Strategy*. 14th Ed. Harlow: Pearson.

Lynch, R. (2021) *Strategic Management*. 9th Ed. London: Sage Publications.

Rothaermel, F. (2021) *Strategic Management*. 5th Ed. Maidenhead: McGraw Hill Education.

Websites

www.businessballs.com

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corporatefinanceinstitute.com

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"Resources"

(General reference)

www.strategy-business.com

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"Topics – Strategy"

(General reference)

Unit 13: Business Information Technology Systems

Unit code A/618/4934

Unit type Core

Unit level 5

Credit value 15

Introduction

Information is the most valuable resource that an organisation possesses. The effective gathering, protection, analysis, processing and dissemination of information is vital to the success of any organisation. As globalisation and the 24-hour economy develop and increase, organisations must ensure that their information systems are reliable, efficient and able to cope with rapid change. This unit introduces students to the importance of information to organisations. They will examine how systems can be used to support core business functions and enable organisations to be more productive and competitive in the global marketplace.

The aim of this unit is to enhance students' understanding of contemporary business information technology (IT) systems and how organisations develop and continuously review their IT strategy to gain and maintain competitive advantage. Students will explore the areas of business that benefit from the support of IT systems and how organisations are using IT as a driver for business improvement.

By the end of this unit students will be able to critically analyse the application of current and future technologies and suggest best solutions for an organisation.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Analyse the role of different IT systems in support of organisational objectives
- LO2 Compare flexible and reliable IT systems that respond to organisational requirements in an organisational context
- LO3 Evaluate IT systems that support value-added change in organisations
- LO4 Recommend practical IT system solutions to given organisational scenarios.

Essential Content

LO1 Analyse the role of different IT systems in support of organisational objectives

IT systems:

Definition of IT systems and categories of information systems e.g. operational, tactical and strategic information systems

Definition of information and data, sources of information, information requirements and the need for information at different levels in an organisation

Hardware and software for IT systems e.g. operating systems, computer communications and networks, distributed computing

The link between strategy, processes and systems.

Emerging digital technologies and use of digital devices:

- cloud computing for data storage, retrieval and transmission
- mobile devices for database management, stock management, goods tracking and customer service
- distributed ledger technology (DLT) e.g. blockchain for e-commerce
- the transformational impact of 5G networks on IT systems for faster and efficient decision-making.

The role of IT systems:

The role of IT in knowledge management, data management and customer service management

Storing information and its importance with regard to security, accuracy and relevance

The impact of IT systems and their contribution to decision-making and solving business problems

Capabilities and limitations of IT solutions

The impact of IT systems on the functions and structure of organisations to support meeting organisational objectives.

LO2 **Compare flexible and reliable IT systems that respond to organisational requirements in an organisational context**

Types of IT system:

Use of different types of IT system and their role in relation to meeting business objectives and improving operational efficiency:

- end of point sales (EOPS) for transaction processing
- systems for customer relationship management (CRM) e.g. Salesforce
- database management systems, use of data dashboards, data warehouses and data discovery tools for business intelligence e.g. datapine, Clear Analytics, Tableau Online
- knowledge management systems (KMS) (e.g. Microsoft Teams, Alfresco, Google) for streamlining employee workflows, collaboration, sharing and disseminating data and information
- enterprise resource planning (ERP) cloud solutions (e.g. Oracle) for integrating different technologies and systems across the business
- business process management (BPM) systems e.g. IBM Business Process Manager.

Types of information and data:

Layers of information systems e.g. services, integration, security, analytics

Corporate database management systems, data management and characteristics of data in organisations

Processing big data, data warehousing and online databases

Types and flow of data and information in an organisation

Cybersecurity measures for data protection and confidentiality.

Reliability of IT systems and data quality:

The importance of ensuring accurate and appropriate data collection

Quality Assurance and control measures used to ensure data quality on entry and after data collection.

LO3 Evaluate IT systems that support value-added change in organisations

Project management methodologies and strategies to create value and competitive advantage:

Project management methodology for achieving specific goals e.g. scrum, waterfall, kanban methodologies

Value-creation strategy, competitive advantage, make-or-buy decisions

Cost and benefit analysis.

IT support for value-added change:

IT for improving knowledge in activities in the value chain, increasing quality, reducing costs

New and existing approaches to improving IT position and impact on other business areas providing value-added services e.g. innovative solutions for providing real-time performance data, maintenance histories, organic systems for effective data management and cybersecurity solutions

System development tools and techniques e.g. agile, rapid application development (RAD), scrum, waterfall

The benefits of process management to support value-added change e.g. risk reduction, improved control and collaboration, improved business agility.

LO4 Recommend practical IT system solutions to given organisational scenarios

IT systems support for problem-solving:

Problem-solving using decision-making models, e.g. decision support systems, group decision, artificial intelligence and IT systems application

Problem-solving and decision-making techniques, including root cause analysis, affinity diagrams, Pareto analysis, cost-benefit analysis

The need for adaptability to manage the fast pace of change in industry and technology; responding to impact of external factors; responding to stakeholder emerging needs; mental and physical wellbeing

The use of IT systems to support the storing and managing of data, information-sharing, communication, security and gaining a competitive edge

The use of IT systems for seamless customer experience management.

Monitoring and evaluating IT systems:

Effective monitoring and evaluation of IT systems and their impact on organisations.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the role of different IT systems in support of organisational objectives		D1 Justify the role and purpose of IT systems in different functions of an organisation, and their contribution to achieving organisational objectives.
<p>P1 Analyse the use of IT systems in different functions of an organisation.</p> <p>P2 Examine how IT systems contribute to the achievement of objectives in a specific organisational context.</p>	<p>M1 Critically analyse how IT systems are applied in the different functions of an organisation and how they work together to achieve high performance.</p>	
LO2 Compare different flexible and reliable IT systems that respond to organisational requirements in an organisational context		D2 Critically evaluate the choices that have been made in specific organisational examples to make recommendations.
<p>P3 Compare different ways, in an organisational context, that IT systems store and process data for knowledge management, customer relationship management, data management and communication management.</p>	<p>M2 Evaluate the different ways that IT systems store and process data to meet organisational objectives, giving specific organisational examples.</p>	
LO3 Evaluate IT systems that support value-added change in organisations		D3 Provide justified recommendations for improving IT systems in the support of value-added change in an organisational context.
<p>P4 Evaluate how IT systems can be used to support value-added change for improving business operations, performance and sustainability.</p>	<p>M3 Critically evaluate advantages and disadvantages of different IT systems that support value-added change in an organisational context.</p>	

Pass	Merit	Distinction
LO4 Recommend practical IT system solutions to given organisational scenarios		D4 Evaluate how IT system solutions support added future value and improve the workplace.
P5 Recommend practical IT systems solutions for organisational scenarios that cover a range of common business problems experienced in the workplace.	M4 Recommend practical IT systems solutions, giving potential consequences and benefits of their implementation.	

Recommended Resources

Textbooks

- Benyon-Davies, P. (2019) *Business Information Systems*. 3rd Ed. London: Palgrave Macmillan.
- Bocij, P., Greasley, A. and Hickie, S. (2018) *Business Information Systems: Technology, Development and Management for the Modern Business*. 6th Ed. Harlow: Pearson.
- Galliers, R.D., Leidner, D.E. and Simeonova, B. (2020) *Strategic Information Management: Theory and Practice*. 5th Ed. Abingdon: Routledge.
- Laudon, K. and Laudon, J. (2021) *Management Information Systems: Managing the Digital Firm*. 17th Ed. Harlow: Pearson.
- Turban, E., Pollard, C. and Wood, G. (2021) *Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability*. 12th Ed. Chichester: John Wiley and Sons.

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(Articles)

www.computer.org

Institute of Electrical and Electronics Engineers (IEEE) Computer Society
"Education and career – Research – Tech News Blog"
(General reference)

Unit 14: Developing Individuals, Teams and Organisations

Unit code T/618/5127

Unit type Core

Unit level 5

Credit value 15

Introduction

This unit gives students knowledge of key areas for a career in human resource development and management positions where employee training and development are part of their role.

This unit will give students knowledge of the different factors involved in diagnosing the skills, training and development requirements for their future employees and for their individual career goals. Students will be introduced to the concept of high-performance workplaces and the strategic benefits this can bring to an organisation. They will recognise that their professional development is just one route to improving the performance of the teams and organisations in which they work. Students will plan towards achieving their career goals while becoming aware of the context in which learning takes place and how development needs are linked to learning interventions aimed at supporting an organisation's strategy.

On successful completion of this unit, students will have laid the foundations for their continuing professional development (CPD), which will support them in becoming engaged in lifelong learning. They will be able to contribute to the development of others and make a positive contribution to the sustainable growth of an organisation.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Appraise the use of high-performance working (HPW) and culture in supporting sustainable business performance
- LO2 Evaluate the ways in which performance management can support high-performance culture and commitment
- LO3 Review the factors to be considered when planning training and development activities in an organisation
- LO4 Design a personal and professional development career plan for a named job role, based on reflection and evaluation.

Essential Content

LO1 Appraise the use of high-performance working (HPW) and culture in supporting sustainable business performance

High-performance working (HPW):

HPW as a concept, philosophy and approach to developing and supporting strategy development, competitive advantage and improving employee relations

HPW and human resource management (HRM) practices to support HPW.

HPW organisations and teams:

The characteristics of an HPW organisation (HPWO)

Benefits of HPW to employees and the employer

Addressing barriers and how to overcome difficulties in an HPWO

Selling the concept of HPW to those who will be facilitating its implementation

Ethical considerations in developing and promoting an HPWO

Katzenbach and Smith's *The Wisdom of Teams*, the characteristics of a high-performing team and common approaches to building team performance

Larson and LaFasto's eight dimensions of team effectiveness

Features, advantages and disadvantages of different problem-solving methods, including PDCA (plan, do, check, act), problem-solving cycle, FOCUS (find the problem, organise a team, clarify the problem, understand the problem, select a solution) model, GROW (goal, reality, obstacles, options, way forward) model.

HPW culture:

Different types of organisational culture

The role that organisational culture plays in an HPWO

Cultural awareness, diversity, and sensitivity in organisational culture to support an HPWO.

LO2 **Evaluate the ways in which performance management can support high-performance culture and commitment**

Performance management (PM):

PM as a concept and a process

Effective and ineffective PM

The use of PM to inform learning and development at the organisational, team and individual level

The ways in which evolving organisational, team and individual learning needs are analysed against performance gaps and planned goals

Differences in PM systems

Use of PM to transform organisations.

Organisational culture:

As a facilitator for or barrier to effective PM

The use of internal collaboration to deliver effective PM.

The developmental approach to PM:

Separating development from evaluation where the developmental approach considers stages in development and how these are achieved through the setting of criteria, the imposition of systems and an incremental approach to achieving developmental aims.

LO3 **Review the factors to be considered when planning training and development activities in an organisation**

Learning and development (L&D) objectives:

Defining the strategic role and different objectives of L&D

The key areas and primary objectives for L&D: talent and acquisition; motivating and engaging employees; building a values-based culture; building an employee brand; and the mental health and wellbeing of employees.

Supporting organisational and individual learning:

Learning-focused strategic and tactical goals, informed by relevant evaluation and analysis e.g. a gap analysis or a skills evaluation

Steps to build a learning organisation

The different techniques by which learning is determined and implemented, including feedback tools (e.g. feedback loops, 360-degree feedback) and coaching tools e.g. GROW model, SMART (specific, measurable, achievable, realistic, timely) objective setting

Skills required for providing and receiving employee feedback as part of the coaching process.

Coaching and mentoring models:

TGROW: based on the GROW model, perhaps the most well known in coaching circles – a five-stage model (topic, goal, reality, options, wrap-up)

CLEAR (contract, listening, explore, action, review)

OSKAR (outcome, scaling, know-how, action, reviewing progress)

The use of formal and informal learning across an organisation to develop individual, team and organisational skill sets.

Training and development:

Training as a one-off event or series of activities is different to development, which has a more protracted timescale and builds on the skills and knowledge gained during training

On-the-job, off-the-job, different training and development methods e.g. coaching, training that leads to a qualification, continuing professional development (CPD) activities.

The learning cycle:

Lifelong learning, learning cycle theories e.g. Kolb, Honey and Mumford, Lewin

The conscious competence ladder and four stages of competence to aid learning and reflection

Reflective models e.g. Gibbs and Schön.

LO4 Design a personal and professional development career plan for a named job role, based on reflection and evaluation

Continuing professional development (CPD):

Defining CPD and purpose in both an organisational and personal context

Career planning for the career matrix and the value of lifelong learning principles to adapt to transformation and changing career opportunities

Engaging in CPD and the CPD cycle

Structuring CPD activities in an organisation and on an individual basis

The recording and evaluation of CPD at a personal and organisational level

The use of skills audits in diagnosing areas for development e.g. personal skills audits, gap analysis

The importance of professional frameworks e.g. professional industry body standards.

Managing self:

Meaning of self-management skills and the ability to control feelings, emotions and activities to feel and be more productive

Areas of self-management e.g. self-awareness, stress management, time management

Developing self-awareness and asking for feedback to get different perspectives; identifying blind spots; paying attention to other people's body language, emotions and words

Exploring feelings and emotions by practising regular self-reflection and self-motivation

Time management strategies, including using 'to do' lists (e.g. monthly, weekly, daily), prioritising tasks (e.g. importance vs urgency), Covey's time management matrix

Scheduling tasks: allowing flexibility in scheduling; setting realistic goals and deadlines; regularly reviewing workload; keeping multitasking to a minimum; minimising distractions; managing emails effectively.

Managing performance:

The purpose and use of personal development planning (PDP)

Identifying own responsibilities: job description; contract; staff handbook; code of conduct; organisational structure

Goal-setting: agreeing SMART objectives with line manager; alignment of objectives with organisational aims/goals; relationship of personal objectives to those of team members and other colleagues

Measurement standards: agreed criteria for measuring progress and achievement; varying criteria depending on organisation and role (e.g. quality of work, volume of work, timeliness of completion, customer satisfaction)

Completing tasks/work: meeting quality standards and agreed timescales; reporting problems beyond own level of competence

Methods of monitoring and assessing performance.

Reflective learning:

Meaning of reflective practice: learning from own experiences and actions to improve

Application of the learning cycle in personal development

The conscious competence ladder and the four stages of competence for reflective practice

Reflective learning as a philosophy and a concept

Becoming a reflective practitioner to reflect on own performance; working style and its impact on others.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Appraise the use of high-performance working (HPW) and culture in supporting sustainable business performance		LO1, LO2 and LO3 D1 Synthesise knowledge and information to make appropriate judgements on how HPW supports improved employee engagement, commitment and competitive advantage.
P1 Review how HPW contributes to employee engagement and improved sustainable business performance for a specific organisation.	M1 Analyse the benefits of applying HPW, with justifications for a specific organisation to support successful sustainable business performance.	
LO2 Evaluate the ways in which performance management can support high-performance culture and commitment		
P2 Evaluate different approaches to performance management and how they support high-performance culture and commitment, giving specific examples.	M2 Critically evaluate the effectiveness of different approaches to performance management and how they support high-performance culture and commitment.	
LO3 Review the factors to be considered when planning training and development activities in an organisation.		
P3 Review the factors to be considered when implementing training and development and how they enable an organisation to maintain a competitive advantage.	M3 Critically evaluate the factors to be considered when planning training and development, supported by specific organisational examples.	
LO4 Design a personal and professional development career plan for a named job role, based on reflection and evaluation		D3 Create a detailed and coherent personal and professional development plan, based on insightful reflection and critical evaluation of audits conducted.
P4 Determine appropriate personal and professional knowledge, skills and behaviours required for a specific job role. P5 Produce a personal and professional development plan for a specific job role, informed by reflective practice and evaluation.	M4 Design a detailed personal and professional development plan that incorporates the CPD cycle.	

Recommended Resources

Textbooks

Cottrell, S. (2021) *Skills for Success: Personal Development and Employability*. 4th Ed. London: Bloomsbury Publishing.

Cheung-Judge, M.Y. and Holbeche, L. (2021) *Organization Development: A Practitioner's Guide for OD and HR*. 3rd Ed. London: Kogan Page.

Michelsen, W.K. (2022) *The Essential Guide for Effective Team Management: The Rules and Tools for Achieving High Performance Teams*. Lucca Publications NZ Ltd, Kindle edition.

Taylor, S. and Woodham, C. (2022) *Studying Human Resource Management*. 3rd Ed. CIPD.

Websites

www.businessballs.com

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“Management – Managing People – Performance and talent management”

(General reference)

www.shrm.org

Society for Human Resource Management

HR Magazine

(General reference)

www.thebalancecareers.com

The Balance

“Career Planning”

(General reference)

Unit 15: Business Communications and Relationship Management

Unit code F/650/2925

Unit type Core

Unit level 5

Credit value 15

Introduction

Effective communication and stakeholder relationships are essential for success in students' management/leadership roles. They will be expected to establish good relationships with their organisation's internal and external stakeholders, develop interpersonal skills and apply appropriate communication techniques to a variety of situations.

In this unit, students will look at concepts of communication in organisations and how to select communication techniques that are fit for purpose. They will investigate the contribution of interpersonal skills to successful relationship management and consider ways to build positive relationships with partners, stakeholders and suppliers. They will develop knowledge of approaches to negotiation, influencing and networking in a management/leadership context. Good pitching skills for a new product or service will generate sales and networking opportunities, while negotiating with different people and in different business transactions will secure more favourable deals. These transferable skills can be applied in various contexts to add value to a business.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Employ a range of interpersonal skills and different approaches to partner, stakeholder and supplier relationship management
- LO2 Work collaboratively to enable delivery through others and share good practice in a business context
- LO3 Apply coaching and mentoring techniques to support learning and development of others
- LO4 Deliver a pitch and negotiation to achieve a sustainable competitive advantage.

Essential Content

LO1 **Employ a range of interpersonal skills and different approaches to partner, stakeholder and supplier relationship management**

Relationship management:

The concept of relationship management and its value

Identification, analysis and management of relationships with internal and external stakeholders

Creating good working relationships by managing conflict, motivating team, increasing productivity, solving problems, networking effectively, asking the right questions, being clear and concise, identifying common ground and establishing trust and rapport.

Application of interpersonal skills in relationship management:

Developing interpersonal relationships with subordinates, colleagues, partners, customers and suppliers

Chairing meetings in line with organisational requirements to communicate vision and goals

Importance of developing emotional intelligence to;

- build high-quality connections with stakeholder; listening, understanding, challenging and managing their expectations
- strengthening relationships with feedback, expressing gratitude and appreciation.

Approaches to relationship management:

Engagement with stakeholders e.g. being authentic, establishing shared goals and values, developing mutual respect

Encouraging involvement e.g. excellent communication, openness, honesty, transparency

Influencing stakeholders e.g. the ability of a leader to affect, shape or transform opinions (convincing) and behaviours and actions (persuading)

Critical leadership competence: outcomes of influencing, commitment, compliance, resistance

Communicating organisational vision and goals to different stakeholders.

LO2 Work collaboratively to enable delivery through others and share good practice in a business context

Collaborative working techniques:

Different types of collaboration e.g. open, closed, virtual

Creating a trusting environment

Setting clear objectives and actions

Achieving buy-in, the personal benefits of collaboration

Seeking views of others

Seeking specialist advice and support to enable delivery against plans, in accordance with organisational policy.

Networking:

Establishing a mutually beneficial relationship e.g. informing others of benefits

Creating new customers, new contacts and referrals

Visibility, staying current

Collaborating and problem-solving

Sharing knowledge and experience with stakeholders.

LO3 Apply coaching and mentoring techniques to support learning and development of others

Coaching:

Coaching in an organisational context e.g. when used as a training and development activity and motivational tool

The benefits of using coaching to improve performance at work e.g. enhancement of morale, motivation and productivity

Features of different coaching models and how they are used to structure coaching e.g. directive, non-directive

Coaching skills e.g. empathy and ability to understand others, effective feedback skills to coach team members to reach new goals, compassion as a relationship-building skill, effective goal-setting, positive thinking.

Mentoring:

Mentoring as a training and development activity

Models of mentoring, including:

- Alred et al – three-stage model
- Kram's four stages of the mentoring relationship
- developmental vs sponsorship mentoring
- work shadowing
- job or work rotation
- secondment

Stages in mentoring e.g. exploration, contracting, new understanding, action planning

Factors affecting the choice of mentoring approach e.g. personal need/purpose of the mentee, experience of those involved, the availability of resources, proximity, access to technology, information security and record-keeping, ethical considerations

Advantages and disadvantages of mentoring approaches used to improve performance in the workplace.

LO4 Deliver a pitch and negotiation to achieve a sustainable competitive advantage

Stages of the negotiation process:

Preparation and planning

Discussion and defining ground rules

Clarification of goals

Negotiate and bargain towards a win-win outcome

The five stages of conflict resolution

Dealing with rejection and asking for referrals

Tactics for avoiding misunderstanding

Influencing skills e.g. listening closely, acknowledging others' viewpoints, establishing rapport

Agreement

Implementation of a course of action.

Pitching and negotiation skills:

Audience awareness, research and sensitivity

Competitor research

Business and product narratives

Structure and time

Verbal and non-verbal communication to meet audience requirements

Communicating with and persuading internal and external stakeholders

Strong negotiation and sales skills e.g. active listening, persuasion, strategising, compromising, cooperating

Presentation, behaviour and conduct of presenter e.g. attire, attitude, professional conduct, suitability for audience, preparation, organisation.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p>LO1 Employ a range of interpersonal skills and different approaches to partner, stakeholder and supplier relationship management</p>		<p>D1 Make recommendations for improving relationship management based on critical reflection.</p>
<p>P1 Apply a range of interpersonal skills and different approaches taken to relationship management in a chosen organisation.</p> <p>P2 Examine how shared goals and values and mutual respect help develop effective partner relationships.</p>	<p>M1 Evaluate the value of effective interpersonal skills in creating strong internal and external stakeholder relationship management in a chosen organisation.</p>	
<p>LO2 Work collaboratively to enable delivery through others and share good practice in a business context</p>		<p>D2 Adapt interpersonal skills and behaviours to improve and enhance collaboration.</p>
<p>P3 Collaborate in a group project to identify and share good practice and work collaboratively with others in line with organisational requirements.</p> <p>P4 Demonstrate positive effective interpersonal skills and behaviours to build trust.</p> <p>P5 Seek specialist advice and support to enable delivery against organisational requirements.</p>	<p>M2 Apply effective collaborative techniques to successfully meet the organisational requirements.</p>	

Pass	Merit	Distinction
LO3 Apply coaching and mentoring techniques to support learning and development of others		
<p>P6 Apply the use of appropriate recognised coaching and mentoring techniques to support development of a team or individual.</p> <p>P7 Demonstrate appropriate communication and interpersonal skills to build rapport with an individual being coached and mentored.</p>	<p>M3 Justify the selection of coaching and mentoring models that align with identified development needs.</p>	
LO4 Deliver a pitch and negotiation to achieve a sustainable competitive advantage		
<p>P8 Present an appropriate pitch and negotiation, applying effective negotiation and influencing skills that achieve a sustainable competitive advantage.</p>	<p>M4 Deliver a structured pitch that focuses on sustainable competitive advantage and maximises the opportunities for success.</p>	

Recommended Resources

Textbooks

- Castle, T. (2018) *The Art of Negotiation: How to Get What You Want, Every Time*. Croydon: I_AM Self Publishing.
- Connor, M. and Pokora, J. (2017) *Coaching and Mentoring at Work: Developing Effective Practice*. 3rd Ed. Oxford: Open University Press.
- Coughter, P. (2012) *The Art of the Pitch: Persuasion and Presenting Skills that Win Business*. New York: Palgrave Macmillan.
- O'Brien, J. (2022) *Supplier Relationship Management: Unlocking the Value in Your Supply Base*. 3rd Ed. London: Kogan Page.
- Rycraft, S. (2020) *Negotiation Hacks: Expert Tactics To Get What You Want*. Independently published.
- Shultz, M., Shaby, D. and Springer, A. (2020) *Virtual Selling: How to Build Relationships, Differentiate, and Win Sales Remotely*. Boston, Ma: 35 Group Press.
- Starr, J. (2021) *The Coaching Manual: The Definitive Guide to the Process, Principles, and Skills of Personal Coaching*. 5th Ed. Harlow: Pearson.
- Voss, C. and Raz, T. (2017) *Never Split the Difference: Negotiating As If Your Life Depended On It*. New York: Random House Business.

Websites

hbr.org

Harvard Business Review
(Article)

www.mindtools.com

Mind Tools
"Explore – Personal development – Negotiation, persuasion and influence"
(General reference)

www.skillsyouneed.com

Skills You Need
"Interpersonal Skills"
(General reference)

Unit 16: Business Data Analytics and Insights

Unit code M/618/5126

Unit type Core

Unit level 5

Credit value 15

Introduction

The value of data to organisations is driving data management and governance to top-level priority in most business organisations and is generating a wealth of career opportunities and employer demand in this growing sector. Core competence in using technical knowledge to mine, inspect and interpret data before transforming it into useful information that will influence business decision-making is highly valued, as is being able to design, develop and implement data-collection databases and processes.

This unit aims to give students an understanding of how organisations in different contexts improve their efficiency through the use of effective data management techniques. Students will look at the importance of data analysis and interpretation in informing business decision-making processes to enable organisations to stay current and competitive in a volatile macroenvironment. Students will learn how key decision-makers, at various levels, are able to improve strategic outcomes by using more effective processes to gain an insight into the most appropriate data and information available to a business. This, in turn, informs effective business strategy.

On completion of this unit, students will have greater understanding and awareness of fundamental data analysis processes, data mining and data transformation. Broader topics such as data management ethics, legislation relating to data and using data in strategic choices will also be explored. This will enable students to develop a career that focuses on the analysis, interpretation and effective use of data.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Analyse the contribution of effective data analytics and insight to business decision-making processes
- LO2 Apply various data analysis methods and techniques that could inform business decisions
- LO3 Examine the importance of ethics and conduct in data analytics and management
- LO4 Develop data management processes that allow for improved decision-making in ever-changing business environments.

Essential Content

LO1 Analyse the contribution of effective data analytics and insight to business decision-making processes

Defining concepts:

Defining data analytics and data management

Key tasks in data analytics e.g. generating summary accounts, creating reports with summary descriptive statistics, application of 'data visualisation' tools to create graphics that convey information contained in data

Terminology in data management e.g. data mining, raw data, file formats, repositories, data modelling, data visualisation, metadata, intellectual property, access rights

Key tasks in data management e.g. building databases, uploading data to these data stores, creating backup and historical copies of files, providing 'permissions' to access data files.

Data types and strategy:

Different types of data – quantitative and qualitative, structured vs unstructured

Levels of strategy – operational, tactical and strategic decision-making

Appropriateness of data types to business decision-making.

Contribution to decision-making:

The use of data analytics in decision-making e.g. for better planning, identifying problems and opportunities, providing real-time insights, forecasting

The steps of the decision-making process e.g. identifying a decision, gathering information, assessing alternative resolutions

Relationships between 'effective' or 'poor' data analytics and strategic decision making.

Advantages and disadvantages, impact analysis, return on investment (ROI).

LO2 **Apply various data analysis methods and techniques that could inform business decisions**

Gaining business insight through data interpretation:

Data analysis tools and techniques e.g. decision tree analysis, cluster analysis, regression analysis, cross-correlations, machine learning

Data collection in research:

Different research methodologies underpinning a philosophical approach: positivism (deductive) vs interpretivism (inductive) paradigms

Qualitative and quantitative research methods

Mixed-method approaches, including limitations and advantages

Associated tools and techniques e.g. focus groups, in-depth surveys, questionnaires.

Ethics, reliability and validity:

Role and significance of ethics in conducting research e.g. informed consent, confidentiality

Reliability of research and the degree to which research methods produce consistent results

Validity of research, extending to which results measure what they are supposed to measure

Data sources, assessing credibility, reliability and validity

Representative data, sample size, research populations

Contextualised data sets for improved evidence-based determinations.

Data presentation:

Data formats e.g. raw, processed, statistical data

Appropriateness of visual support aids – graphs, charts, tables, narratives, drawings, scatter charts and graphics

Stakeholder analysis for presentation formats.

LO3 Examine the importance of ethics and conduct in data analytics and management

Topical data management issues and trends:

Data manipulation, bias in data interpretation, privacy and personal data, access and storing of data, intellectual property, use of artificial intelligence in data processing.

Corporate social responsibility and compliance:

Government expectations of data management responsibilities e.g. information technology (IT), security techniques, information security management systems requirements (ISO/IEC 27001:2022)

Compliance and associated regulations, including worldwide data protection and privacy legislation e.g. UK General Data Protection Regulation 2018 (GDPR).

Poor data management implications:

Organisational values and ethics, expectations of stakeholders, public image and branding, legal consequences.

LO4 Develop data management processes that allow for improved decision-making in ever-changing business environments

Data analytics process implementation:

Creating data management process – stages, data collection, data quality assessments, data business models, piloting and testing, process implementation, execution and monitoring and review

Infrastructure analysis for data processing, IT competencies, SWOT (strengths, weaknesses, opportunities and threats)

Data flow charts and communication channels.

Creating accountability and transparency:

Roles in data management – processors, controllers, users

Producing data management structures

Use of responsibility assignment matrices (RAM), communication platforms to enhance transparency.

Data governance:

Business benefits associated with data governance

Creating success metrics aligned to organisational strategy

Quality Assurance of monitoring process, Information Commissioner's Office (ICO) guidance.

Producing data management system proposals:

Strategic, tactical and operational recommendations

SMART (specific, measurable, achievable, realistic and timely) implementation plans.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
L01 Analyse the contribution of effective data analytics and insight to business decision-making processes		D1 Justify recommendations for improving data analytics for effective decision-making.
<p>P1 Explain key concepts and processes that underpin data analytics for decision-making in an organisational context.</p> <p>P2 Analyse benefits and limitations of data management for organisational insights and decision-making.</p>	<p>M1 Critically analyse the use of data analytics in the decision-making process in an organisational context for effective decision-making.</p>	
L02 Apply various data analysis methods and techniques that could inform business decisions		D2 Justify how different approaches to data analysis influence decision-making and an organisation's ability to achieve its strategic objectives.
<p>P3 Use a range of different approaches for analysing information and data available to business.</p> <p>P4 Assess the appropriateness of selected data analysis methods and techniques to inform business decisions in a specific business context.</p>	<p>M2 Critically evaluate strengths and limitations of a range of data analysis methods and techniques for informing decision-making.</p>	
L03 Examine the importance of ethics and conduct in data analytics and management		D3 Critique ethics and conduct in a specific context to determine both legal and business consequences of unethical practices in data analytics and management.
<p>P5 Examine examples of effective or poor ethical behaviours and conduct with regard to data management and the potential consequences these may have.</p>	<p>M3 Critically examine the impact of poor ethical behaviours and conduct in a specific context and the implications this has in business.</p>	

Pass	Merit	Distinction
<p>LO4 Develop data management processes that allow for improved decision-making in ever-changing business environments</p>		
<p>P6 Develop appropriate data management processes that can be applied in an organisational context to improve decision-making.</p>	<p>M4 Devise a range of data management processes in a specific context that create accountability and transparency to improve decision-making processes.</p>	

Recommended Resources

Textbooks

Barends, E. and Rousseau, D.M. (2018) *Evidence-Based Management: How to Use Evidence to Make Better Organizational Decisions*. London: Kogan Page.

Bocij, P., Greasley, A. and Hickie, S. (2018) *Business Information Systems: Technology, Development and Management for the Modern Business*. 6th Ed. Harlow: Pearson.

Geisler, E. (2022) *Beyond Business Analytics: The Foundations of Behavioral Perspective Theory*. London: Palgrave Macmillan.

Marr, B. (2021) *Data Strategy: How to Profit from a World of Big Data, Analytics and Artificial Intelligence*. 2nd Ed. London: Kogan Page.

O'Keefe, K. and O'Brien, D. (2023) *Ethical Data and Information Management: Concepts, Tools and Methods*. London: Kogan Page.

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(General reference)

www.techtarget.com

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ukdataservice.ac.uk

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"Learning hub"
(Resources)