

人力与组织管理 (高级)

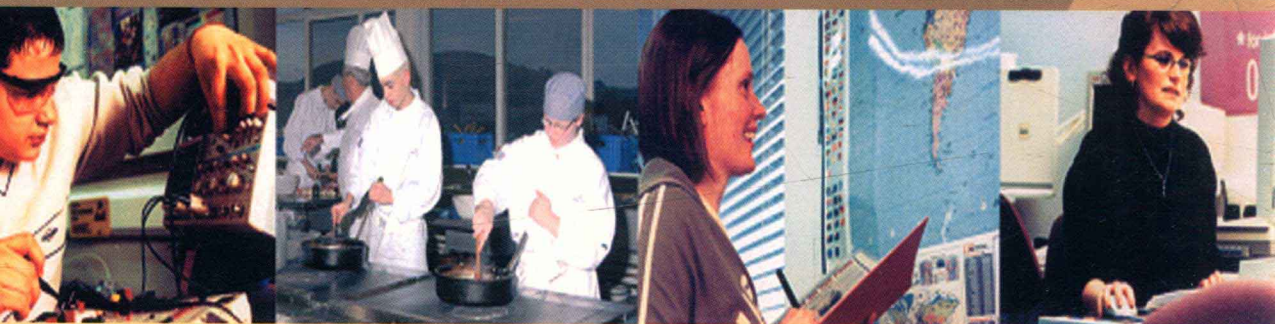
BUSINESS


HIGHER NATIONAL DIPLOMA

【英】苏格兰学历管理委员会 (SQA)
Scottish Qualifications Authority

Unit Student Guide

Managing People and Organisations: Advanced DG99 04



 中国时代经济出版社


SCOTTISH
QUALIFICATIONS
AUTHORITY

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1

Introduction to the Scottish Qualifications Authority

This Unit DG99 04 Managing People and Organisations has been devised and developed by the Scottish Qualifications Authority (SQA). Here is an explanation of the SQA and its work:

The SQA is the national body in Scotland responsible for the development, accreditation, assessment, and certification of qualifications other than degrees.

Its website can be viewed on: www.sqa.org.uk

SQA's functions are to:

- devise, develop and validate qualifications, and keep them under review
- accredit qualifications
- approve education and training establishments as being suitable for entering people for these qualifications
- arrange for, assist in, and carry out, the assessment of people taking SQA qualifications

- quality assure education and training establishments which offer SQA qualifications
- issue certificates to candidates.

In order to pass SQA units, students must complete prescribed assessments. These assessments must meet certain standards.

The Unit Specification outlines the 4 Outcomes that students must complete in order to achieve this unit. The Specification also details the knowledge and/or skills required to achieve the outcome or outcomes. The Evidence Requirements prescribe the type, standard and amount of evidence required for each outcome or outcomes.

2

Introduction to the Unit

2.1

What is the Purpose of this Unit?

This Unit is designed to enable you to gain an understanding of the different approaches to managing an organisation in today's dynamic and complex business environment. It will introduce you — whether intending to or working in an administrative, commercial or management role — to current management theories to enable you to use these to evaluate organisational effectiveness.

2.2

What are the Outcomes of this Unit?

1. Explain the nature of organisations.
2. Describe the factors that influence the motivation of both individuals and groups to perform effectively within the workplace.
3. Explain the meaning of management and describe the main activities associated with the role.
4. Describe the different approaches to organising people within the workplace.

2.3

What do I Need

Access to this Unit is at the discretion of your centre but it would be beneficial if you possess good communication skills.

to be Able to do
in Order to
Achieve this
Unit?

You will be required to complete 2 Student Guides to achieve the unit:

Managing People and Organisation: An Introduction
Managing People and Organisation: Advanced

2.4
Approximate
Study Time for
This Unit

The average time allowed to complete this Unit is 80 hours; however you may take less time or you may take longer. Try to follow the schedule provided by your tutor.

2.5
Equipment/
Material
Required for this
Unit

Access to a word processing IT package would be of benefit. Internet resources are identified throughout this pack, whilst not essential they provide good additional materials to assist you in the completion of this unit.

2.6
Symbols Used in
this Unit

The various Learning Materials sections are designed so that you can work at your own pace, with tutor support. As you work through the Learning Materials (see Section 5), you will encounter symbols. These symbols indicate that you are expected to do a task. These tasks are not Outcome Assessments. They are exercises designed to consolidate learning or encourage thought, in preparation for the Outcome Assessment (see Section 3—Assessment Information for this Unit).

Activity

This symbol indicates an Activity (A). Usually, activities are used to improve or consolidate your understanding of the subject in general or a particular feature of it.

The activities will not serve this purpose if you refer to the responses prior to having attempted the Activity.

**Self Assessed
Question**

This symbol indicates a Self Assessed Question. Using a Self Assessed Question helps you check your understanding of the content that you have already covered.

Everything is provided for you to check your own responses. Answers to the Self Assessed Questions are to be found at the back of the Unit Student Guide. Where suggested responses to activities are provided in the Unit Student Guide, **students are strongly discouraged from looking at these responses before they attempt the activity.** The activities

throughout the Unit Student Guide will help you to prepare yourself for the formal assessments, and to identify topic areas in which you will require clarification and additional tutor support.

The activities will not serve this purpose if you look at the answers before trying the activity!

Self Assessed Questions and activities are designed to be checked by you. No tutor input is necessary at this stage unless special help is requested, although from time to time your tutor may wish to view your responses to Self Assessed Questions to see how you are progressing.

3

Assessment Information for this Unit

3.1

What Do I Have to Do to Achieve This Unit?

Outcome 1 Explain the nature of organisations.

On completion of this outcome you will have or be able to define or describe:

- Define the term organisation.
- Elements of the formal organisation.
- Elements of the informal organisation.
- Organisational goals, objectives, and policy.
- Describe, using systems theory, the internal and external environment of an organisation.
- Different stakeholders in organisations.
- Different strategies for organisational control.

From a given case study you will be asked a series of questions about the organisation in question in relation to the topics noted above.

Outcome 2 Describe the factors that influence the motivation of both individuals and groups to perform effectively within the workplace.

On completion of this outcome you will have or be able to define or describe:

- An understanding of the main factors that influence motivation at work.
- An understanding of the main content theories.
- An understanding of the main process theories.
- An understanding of the individual difference that may affect performance such as: ability, perception, learning and attitude formation and change.
- The range of strategies that can be used to improve job performance.
- Describe the factors that affect team cohesiveness and performance.

Based on a given case study you will be asked

Outcomes 1 and 2 are covered by the Student Guide
Managing People and Organisation: An Introduction

Outcome 3 Explain the meaning of management and describe the main activities associated with the role.

You will cover the following topics during the studies for this outcome:

- The nature of managerial work, including the main roles and activities associated with managing.
- The meaning and importance of leadership as part of the management process.
- Identify different management styles.
- The main approaches to leadership.
- Measures of managerial effectiveness.

Outcome 4 Describe the different approaches to organising people within the workplace.

You will cover the following topics during the studies for this outcome:

- Types of structural relationships, including authority, responsibility and delegation.
- The different methods of dividing and grouping activities together.

- The alternative forms of structure.
- The main Contingency models and the importance of situational variables for organisational design.

Outcomes 3 and 4 are covered by the Student Guide
Managing People and Organisation: Advanced

4

Suggested Lesson Plan

The Learning Materials (see Section 5) are designed to lead students through a series of activities, which will allow them to consolidate their learning and check on their own progress. Tutors may wish to view students' work to monitor progress through the study guide, or for other purposes.

The Unit Student Guide Managing People and Organisation: An Introduction covers Outcomes 1 and 2

The Unit Student Guide Managing People and Organisation: Advanced covers Outcomes 3 and 4

5

Learning Material for Managing People and Organisation: Advanced

Learning Material for Sections 5.3 and 5.4 are included in this Unit Student Guide.

Learning Material for Sections 5.1 and 5.2 are included in the Unit Student Guide for Managing People and Organisations: An Introduction.

5.3

Section 3 Explain the Meaning of Management and Describe the Main Activities Associated with the Role.

On completion of this outcome candidates will have or be able to:

- The nature of managerial work, including the main roles and activities associated with managing.
- The meaning and importance of leadership as part of the management process.