

Version 2

Managing People and Organisations: An Introduction

HIGHER NATIONAL DIPLOMA

人力与组织管理 (初级) 第二版

【英】苏格兰学历管理委员会 (SQA)

英文原版

Unit Student Guide

BUSINESS

DE3D 34



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SCOTTISH
QUALIFICATIONS
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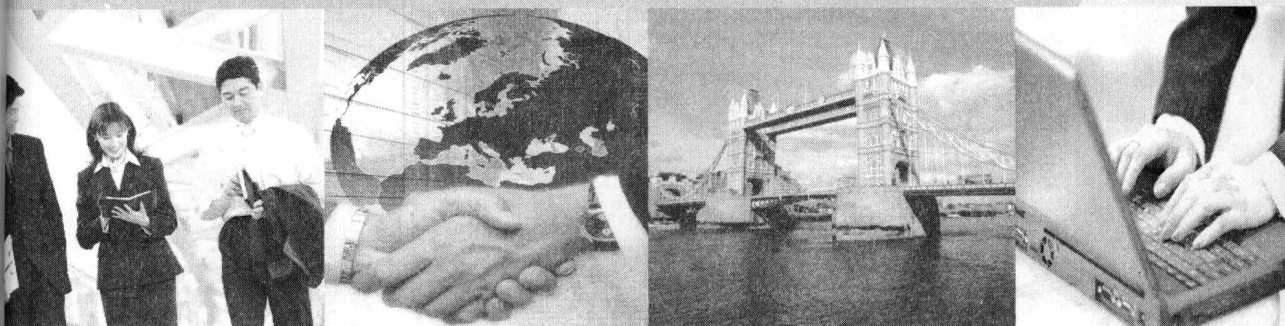
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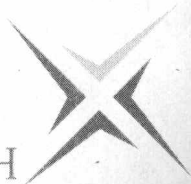
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1

Introduction to the Scottish Qualifications Authority

This Unit **DE3D 34 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 **four** Outcomes that you must complete in order to achieve this Unit. The Specification also details the knowledge and/or skills required to achieve the Outcomes. The Evidence Requirements prescribe the type, standard and amount of evidence required for each Outcome.

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?

There are 4 Outcomes:

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

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

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

- Managing People and Organisations: An Introduction
- Managing People and Organisations: 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 package would be of benefit. Internet resources are identified throughout this pack. While 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 complete a task. **These tasks are not Outcome Assessments.** They are exercises designed to consolidate learning or

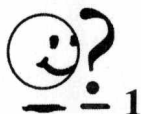
encourage thought, in preparation for the Outcome Assessment (see Section 3 — Assessment Information for this Unit).

Activity



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

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 and Activities are to be found at the back of the Unit Student Guide. Where suggested responses to Self-Assessed Questions and Activities are provided in the Unit Student Guide, **students are strongly discouraged from looking at these responses before they attempt the question or activity.** The Self-Assessed Questions and Activities throughout the Unit Student Guide will help you to prepare yourself for the formal assessments, and to identify topic areas in which you might require clarification and additional tutor support. The activities will not serve this purpose if you look at the answers before trying them!

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 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 be able to define or describe:

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

You will be asked a series of questions about a case study organisation in relation to the topics noted above.

This will be undertaken in controlled conditions, which means it will be done under supervision.

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 be able to define or describe:

- The main factors that influence motivation at work
- The main content theories
- The main process theories
- The individual factors 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.
- The factors that affect team cohesiveness and performance.

Based on a given case study you will be asked a series of questions which are specific to the case study

covering the topics above. This will again be done under controlled conditions.

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.

Based on a given case study you will be asked a series of questions which are specific to the case study covering the topics above. This will again be done under controlled conditions.

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
- The alternative approaches to structure
- The main contingency models and the importance of situational variables for organisational design.

Again this will be based on a case study, but this time you will be required to complete a report covering the above topics in relation to the case study. This will be done outside the classroom and handed in on an agreed date.

4

Suggested Lesson Plan

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

Learning material for **Managing People and Organisations** is split between 2 Unit Student Guides:

- Managing People and Organisations: An Introduction
- Managing People and Organisations: Advanced.

