

Managing People and Teams: An Introduction

HIGHER NATIONAL DIPLOMA

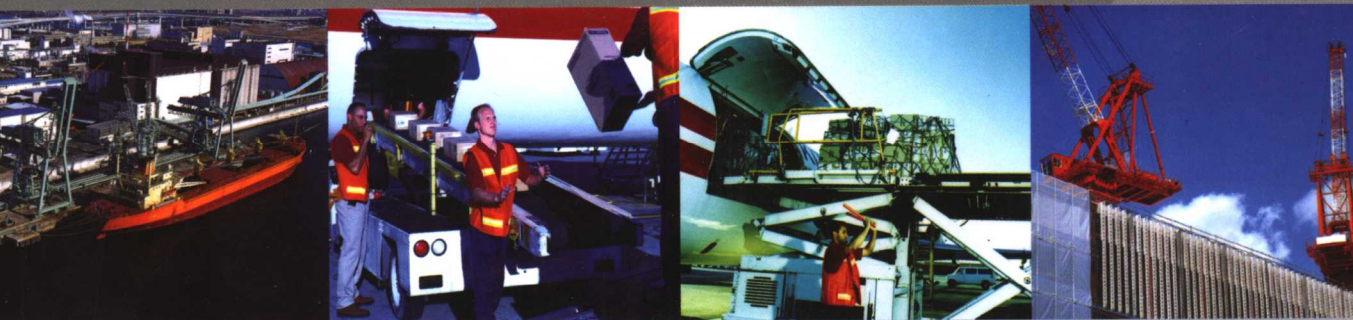
人力与团队管理 (初级)


【英】苏格兰学历管理委员会 (SQA)

英文原版

Unit Student Guide

SUPPLY CHAIN



 中国时代经济出版社

SCOTTISH
QUALIFICATIONS
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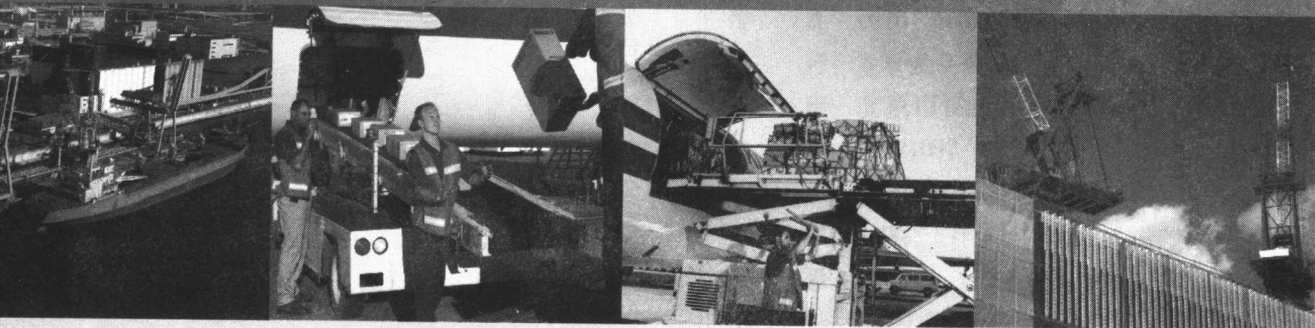
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苏格兰学历管理委员会著

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1

Introduction to the Scottish Qualifications Authority

This Unit **Managing People and Teams** 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 5 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 Learning Resource Pack

2.1 Introduction to the Unit

The purpose of this unit is to provide students with the appropriate mix of underpinning knowledge and practical skills in order to manage people at team leader or supervisor level.

There are five Learning Outcomes for this Unit.

- Outcome 1 Utilise procedures for the selection of people.
- Outcome 2 Implement plans for the training and development of people.
- Outcome 3 Propose strategies to improve team motivation and performance.
- Outcome 4 Select strategies for team leadership.
- Outcome 5 Explain procedures for handling discipline and grievance problems.

The notional time allowed to complete the unit is 80 hours; however, some students may need less time, whereas other students may take longer.

2.2
Learning
Material
Required for
this Unit

It would be helpful if learners have access to the Internet in order to supplement information and understanding on some topics.

2.3
Using the
Learning
Resource
Pack

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 (Section 3), 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.

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.

In this unit, you are asked to undertake a variety of different activities such as practice exercises for most learning outcomes.

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. The Self-Assessed Questions in this pack will often take the form of a short quiz or activity to measure whether you have taken in and understood content previously covered or to indicate how you might implement knowledge gained.

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 Learning Resource Pack. Where suggested responses to Self-Assessed Questions and Activities are provided in the Learning Resource Pack **students are strongly discouraged from looking at these responses before they attempt the question or activity.** The Self-Assessed Questions and Activities throughout the Learning Resource Pack 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 Self-Assessed Questions and 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 Self-Assessed Questions to see how you are progressing.

2.4
**What Do I
Have to Do
to Achieve
This Unit?**

You will be required to complete two Learning Resource Packs to achieve the unit:

- Managing People and Teams: An Introduction (Selecting, Training, Disciplining)
- Managing People and Teams: Advanced (Motivating and Leading).

To achieve the overall unit, you need to complete assessments for all outcomes. Some of these are written reports and some include the demonstration of practical skills.

You need to complete assessments successfully for each outcome. There are five Outcomes in this Unit, and there are four individual assessments. This is because the assessment for Outcomes 3 and 4 is a combined one. There are individual assessments for Outcomes 1, 2 and 5. The assessments for Outcomes 1 and 2 include a practical element.

You must present evidence in your assessments that you have met all the performance criteria for the unit, as identified in the unit specification.

2.5 Suggested Learning Plan

The Learning Materials (see Section 3) are designed to lead you through a series of activities that will allow you to consolidate your learning and check on your own progress. Detailed below is a table of approximate study time required for each section contained within the Learning Resource Packs. Study times are in hours and are approximate.

Subject Title	Study Time
<ul style="list-style-type: none"> • Introduction to Recruitment and Selection • Job Analysis • Selection Interviews • Codes of Practice and Legal Requirements 	7
<ul style="list-style-type: none"> • Job Descriptions • Person Specifications • Other Selection Methods 	5
<ul style="list-style-type: none"> • Training and Development in Context • Training Strategies and Methods • Training Plans • Training Delivery Skills • Dealing with Conflict 	4
<ul style="list-style-type: none"> • The Systematic Training Cycle • Training Objectives • Evaluation of Training 	4
<ul style="list-style-type: none"> • Discipline and Grievance Procedures • Disciplinary Process • Employment Rights • Unfair Dismissal • Motivation and Performance 	6
<ul style="list-style-type: none"> • ACAS Code of Practice • Disciplinary Interview • Employment Tribunals 	6
<ul style="list-style-type: none"> • Content and Process Theories of Motivation • Team Performance • Strategies for Team Development • Leadership Styles • Situational Leadership 	2
	5
	8
	6
	6
	5
	5

3

Learning Material

The Learning Materials are designed to lead you through a series of activities, which will allow you consolidate your learning and check on your progress. Tutors may wish to view your work to monitor progress through the learning resource pack, or for other purposes.

The Learning Resource Pack *Managing People and Teams: An Introduction* covers Outcomes 1, 2 and 5. This includes the topics of *Selecting, Training and Disciplining*.

The Learning Resource Pack *Managing People and Teams: Advanced* covers Outcomes 3 and 4. This includes the topics of *Motivating and Leading*.

3.1
Section 1
Selection

This Section covers Outcome 1: Utilise Procedures for the Selection of People.

This outcome is concerned with recruiting and selecting people in a professional way which meets the needs of the organisation and complies fully with employment legislation and best practice.

By the end of this study section you will be able to:

- Use selection procedures that are consistent with the relevant codes of practice and statutory requirements
- Use selection criteria and processes that are in line with the relevant codes of practice and statutory requirements
- Make selection decisions that are in line with organisational policy and statutory requirements.

3.1.1 Introduction to Recruitment and Selection

Recruitment and selection is a very important aspect of managing people. People are the most important asset of any organisation and the success of the organisation depends on having people with the right skills and abilities.

To make sure that the right people are recruited in the first place, a fair, structured and professional selection process must be used. Poor selection decisions can result in increased staff turnover, increased costs for the organisation, the lowering of morale amongst the existing employees and perhaps legal claims against the organisation.

The main aims of the recruitment and selection process should be to:

- Recruit high quality employees with the right skills to deliver the key objectives of the job and of the organisation
- Ensure that selection is fair, efficient and cost-effective
- Ensure that equality of opportunity is considered as an integral part of the process.

In order to make sure that all the above takes place

effectively, the organisation needs to have clear procedures for dealing with all parts of the recruitment and selection process. Managers, or others responsible for recruitment and selection should be well trained and have all the necessary skills and knowledge to carry out these important tasks effectively.



Think about your own organisation or one you are familiar with:

- How is recruitment and selection carried out?

- Are you aware of any policies or procedures?