### **Scheme of Work**

**COURSE:** ABE Level 5 Managing Agile Organisations and People

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| **Element, Learning Outcome and assessment criteria** | **Session title** | **Topics covered** | **Approx.**  **Duration** | **Session Plan** | **Resource** | **Formative Activity**  (See session plans) |
| Element 1  LO 1  1.1 | **The Changing Nature of Organisations** | Environmental analysis tools and impact of wider environment  Defining the organisation  Responding to and managing the external environment | 4 HOURS | 5UMAO Session Plan E1 – Session 1 | 5UMAO Presentation E1 | **5UMAO E1 LO1 Activity 1** The influence of the external environment  **5UMAO E1 LO1 Activity 2** Apple Inc.  **5UMAO E1 LO1 Activity 3** The impact of organisational theory on management approaches  **5UMAO E1 LO1 Activity 4** Developing new strategic alliances  **5UMAO E1 LO1 Activity 5** An ethical dilemma  **5UMAO E1 LO1 Activity 6** Apple Inc. stakeholders |
| Element 1  LO1  1.2 | **The impact of vision, values, culture and structure** | Vision, mission and values  Structure  Culture – organisational and national | 4 HOURS | 5UMAO Session Plan E1 – Session 2 | 5UMAO Presentation E1 | **5UMAO E1 LO1 Activity 7** The impact of vision, mission and values on management practice  **5UMAO E1 LO1 Activity 8**  Communicating values  **5UMAO E1 LO1 Activity 9**  Organisational structure  **5UMAO E1 LO1 Activity 10** Organisational culture  **5UMAO E1 LO1 Activity 11** The influence of culture |
| Element 1  LO1  1.3 | **The evolving role of a manager** | Changing views on management practice  Managing strategically  Entrepreneurial management | 4 HOURS | 5UMAO Session Plan E1 – Session 3 | 5UMAO Presentation E1 | **5UMAO E1 LO1 Activity 12** A theory of management  **5UMAO E1 LO1 Activity 13** Strategic leadership |
| Element 1  LO1  1.4 | **Comparing and contrasting management approaches** | Differences between leadership and management  Traditional and emerging leadership styles  Life cycle models of leadership | 4 HOURS | 5UMAO Session Plan E1 – Session 4 | 5UMAO Presentation E1 | **5UMAO E1 LO1 Activity 14** Leadership or management  **5UMAO E1 LO1 Activity 15** Lewin’s leadership styles  **5UMAO E1 LO1 Activity 16** Using situational leadership |
| Element 2  LO2  2.1 | **Organisational agility** | Flexibility in the workplace  Agility and resilience | 4-5 HOURS | 5UMAO Session Plan E2 – Session 1 | 5UMAO Presentation E2 | **5UMAO E2 LO2 Activity 1** Is increasing flexibility the answer?  **5UMAO E2 LO2 Activity 2**  Applying agility |
| Element 2  LO2  2.2 | **Contemporary management practice** | Contemporary management practices  Supply and value chain management | 4-5 HOURS | 5UMAO Session Plan E2 – Session 2 | 5UMAO Presentation E2 | **5UMAO E2 LO2 Activity 3**  Apparel Inc.  **5UMAO E2 LO2 Activity 4** Impact of value stream management |
| Element 2  LO2  2.3 | **The impact of management practice on organisational behaviour** | Nature and scope of change  Change models  Applying change management | 4-5 HOURS | 5UMAO Session Plan E2 – Session 3 | 5UMAO Presentation E2 | **5UMAO E2 LO2 Activity 5** Models of change  **5UMAO E2 LO2 Activity 6** Change at Food and Co. |
| Element 3  LO3  3.1 | **The people performance link** | The people performance link  Engagement as a driver of performance  RBV | 3-4 HOURS | 5UMAO Session Plan E3 – Session 1 | 5UMAO Presentation E3 | **5UMAO E3 LO3 Activity 1** Unlocking the black box of performance  **5UMAO E3 LO3 Activity 2** The business benefits of engagement |
| Element 3  LO3  3.2 | **Effective HR Planning (1)**  **Effective HR Planning (2)** | HR Planning  Employee resourcing  Performance management  Employee development | 3-4 HOURS  3-4 HOURS | 5UMAO Session Plan E3 – Sessions 2 and 3 | 5UMAO Presentation E3 | **5UMAO E3 LO3 Activity 3** Future forecasting  **5UMAO E3 LO3 Activity 4** The impact of legislation and organisational policy  **5UMAO E3 LO3 Activity 5** Selection day  **5UMAO E3 LO3 Activity 6** Developing an effective induction plan  **5UMAO E3 LO3 Activity 7** A reflection on organisational approaches  **5UMAO E3 LO3 Activity 8** Dos and don’ts of performance management  **5UMAO E3 LO3 Activity 9** Managing performance  **5UMAO E3 LO3 Activity 10** Meeting development needs |
| Element 3  LO3  3.3 | **The impact of communication and interpersonal relations** | Organisational communication  Trust and respect  Power and impact | 3-4 HOURS | 5UMAO Session Plan E3 – Session 4 | 5UMAO Presentation E3 | **5UMAO E3 LO3 Activity 11** Developing a performance culture  **5UMAO E3 LO3 Activity 12** Communication channels |
| Element 3  LO3  3.4 | **Motivating for high performance** | Motivation  Empowerment  Engagement, commitment and involvement | 3-4 HOURS | 5UMAO Session Plan E3 – Session 5 | 5UMAO Presentation E3 | **5UMAO E3 LO3 Activity 13** Mining for success |
| Element 4  LO4  4.1 | **The role of CPD** | Defining CPD  Purpose and rationale for CPD  Responsibility for personal  development/scope  Introduction to learning and the CPD cycle | 4 HOURS | 5UMAO Session Plan E4 – Session 1 | 5UMAO Presentation E4 | **5UMAO E4 LO4 Activity 1** Defining CPD  **5UMAO E4 LO4 Activity 2** Just for managers  **5UMAO E4 LO4 Activity 3** How we learn  **5UMAO E4 LO4 Activity 4** Gaining support for your CPD  **5UMAO E4 LO4 Activity 5** The CPD cycle |
| Element 4  LO4  4.2 | **Developing a personal development plan** | The CPD cycle  The CPD cycle: assessing needs  The CPD cycle: Planning and actioning the plan  Developing a SMART PDP/effective development goals | 4 HOURS | 5UMAO Session Plan E4 – Session 2 | 5UMAO Presentation E4 | **5UMAO E4 LO4 Activity 6** Assessing needs at The Town Bank.  **5UMAO E4 LO4 Activity 7** The shape of CPD  **5UMAO E4 LO4 Activity 8** Reviewing goals and outcomes  **5UMAO E4 LO4 Activity 9** Reviewing draft PDPs |
| Element 4  LO4  4.3 | **Justifying approaches to personal development** | The impact of me  Making a persuasive business case | 4 HOURS | 5UMAO Session Plan E4 – Session 3 | 5UMAO Presentation E4 | **5UMAO E4 LO4 Activity 10** Pause, reflect, adapt  **5UMAO E4 LO4 Activity 11** Making a business case |
| Element 4  LO4  4.4 | **Evaluating the impact of CPD** | Reflective thinking and learning  Evaluation of CPD  Barriers to CPD  CPD - A view | 4 HOURS | 5UMAO Session Plan E4 – Session 4 | 5UMAO Presentation E4 | **5UMAO E4 LO4 Activity 12** Reflecting on learning  **5UMAO E4 LO4 Activity 13** Overcoming barriers |