### **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 1LO 1 1.1 | **The Changing Nature of Organisations** | Environmental analysis tools and impact of wider environmentDefining the organisationResponding 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 1LO11.2 | **The impact of vision, values, culture and structure** | Vision, mission and valuesStructureCulture – 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 1LO11.3 | **The evolving role of a manager** | Changing views on management practiceManaging strategicallyEntrepreneurial 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 1LO11.4 | **Comparing and contrasting management approaches** | Differences between leadership and managementTraditional and emerging leadership stylesLife 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 2LO22.1 | **Organisational agility** | Flexibility in the workplaceAgility 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 2LO22.2 | **Contemporary management practice** | Contemporary management practicesSupply 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 2LO22.3 | **The impact of management practice on organisational behaviour** | Nature and scope of changeChange modelsApplying 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 3LO33.1 | **The people performance link** | The people performance linkEngagement as a driver of performanceRBV | 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 3LO33.2 | **Effective HR Planning (1)****Effective HR Planning (2)** | HR PlanningEmployee resourcingPerformance managementEmployee development | 3-4 HOURS3-4 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 3LO33.3 | **The impact of communication and interpersonal relations** | Organisational communicationTrust and respectPower 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 3LO33.4 | **Motivating for high performance** | MotivationEmpowermentEngagement, commitment and involvement | 3-4 HOURS | 5UMAO Session Plan E3 – Session 5 | 5UMAO Presentation E3 | **5UMAO E3 LO3 Activity 13** Mining for success |
| Element 4LO44.1 | **The role of CPD** | Defining CPDPurpose and rationale for CPDResponsibility for personal development/scopeIntroduction 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 4LO44.2 | **Developing a personal development plan** | The CPD cycleThe CPD cycle: assessing needsThe CPD cycle: Planning and actioning the planDeveloping 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 4LO44.3 | **Justifying approaches to personal development** | The impact of meMaking 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 4LO44.4 | **Evaluating the impact of CPD** | Reflective thinking and learningEvaluation of CPDBarriers to CPDCPD - 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 |