

Unit Title: Managing People	Unit Code: MP
Level: 3	Learning Hours: 100
Learning Outcomes and Indicative Content:	
Candidates will be able to:	
1. Evaluate the importance of effective people management	
1.1	Evaluate how employee expectations are changing and the effect on people performance (e.g. flexibility, responsiveness, enthusiasm for change, entrepreneurialism, diversity and concern for employability)
1.2	Evaluate the effect of macro environmental factors and change on people management (e.g. globalisation, service excellence, innovation)
1.3	Understand global emergent trends (such as the migration of work from Europe/USA to India and the Asia Pacific region, the replacement of people by technology, the growing significance of women in the labour market, the ageing population, and considerations of ethicality regarding the employment of people) and their effect on effective people management practices
1.4	Understand the changing attitudes of employees and the effect these changing attitudes have on the ways in which organisations seek to secure optimal performance from their workforces
1.5	Assess the benefits of higher performance employees on achieving organisational objectives
2. Assess the factors that influence people management	
2.1	Identify and understand the key factors that influence the commitment and effectiveness of people in organisations (e.g. goals, leadership, team working, job design, the psychological contract, the work ethic, and employee relations)
2.2	Assess the contribution of training and development in achieving effective people management
2.3	Understand and assess the contribution of leadership at all levels in achieving effective performance across the organisation's workforce
2.4	Understand and assess the effect of reward and recognition on effective people performance
2.5	Understand and assess the contribution of learning programmes in achieving effective people management
2.6	Assess the role of the basic framework factors (including appraisal, grievance handling, disciplinary procedures, and so forth) in providing an infrastructure within which effective people performance is facilitated

<p>2.7 Understand motivation theory and the contribution of positive people management and people leadership practices in ensuring that people become high performance contributors to organisational effectiveness</p> <p>2.8 Understand the role of people engagement in human resource management</p> <p>2.9 Make recommendations to improve people performance</p> <p>3. Evaluate the characteristics of high performance organisations and the principles of high performance working</p> <p>3.1 Assess the features of poorly performing organisations, the causes of poor performance, and the possible routes to performance improvement and transformation</p> <p>3.2 Understand and evaluate the factors that affect organisational performance, including leadership, culture, vision and values</p> <p>3.3 Evaluate the role of employee relations and communications on people management, and the ways in which organisations can create a culture of 'engagement' within their workforces</p> <p>3.4 Make recommendations to improve organisational performance</p> <p>4. Develop effective people management programmes to promote high performance</p> <p>4.1 Demonstrate the ability to develop an effective people management framework and infrastructure, including systems and processes for recruitment and selection, reward and recognition, empowerment, and performance management</p> <p>4.2 Demonstrate the ability to develop appropriate learning programmes for employees to promote a culture of self-managed learning and continuous improvement</p> <p>4.3 Understand the legal and ethical implications of people management systems</p>
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<p>Assessment Criteria:</p> <ul style="list-style-type: none"> • Assessment method: written examination • Length of examination: three hours • Candidates should answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

Weightman J, *Managing People*, CIPD, 2nd Edition 2004
 ISBN: 0-85292-994-3

Cheatle K, *Mastering Human Resource Management*, Palgrave Macmillan, 2001
 ISBN: 0-3379-280-7