| **There is a PowerPoint on Godalming Online for each topic on the Specification** |
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| **A1 Definitions of management and leadership*** Management by objectives
* Situational Contingency
* Functional and Action Centred
* Transformational and Transactional
* The concept of leadership continuum for management behaviour
 |
| **A2 Functions of management and leadership**Functions of management:* Planning
* Organising
* Coordinating
* Controlling
* Monitoring
* Delegating

Functions of leadership:* Inspiring
* Energising
* Influencing stakeholders
* Envisioning
* Determining best path/route to achieve success
 |
| **A3 Business culture:*** Definition
* Business Vision, mission and values/ethos
* Influence of business culture on management practices
* Policies and procedures
* Management styles
* Structure of the workforce
* How people work
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| **B1 Management and leadership styles** * Autocratic
* Democratic/participative
* Paternalistic
* Laissez-faire
* Transactional
* Transformational
* Charismatic
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| **Topic B2 Management and leadership skills** * Setting objectives
* Motivating
* Decision making
* Team building
* Leading by example
* Consulting
* Problem solving
* Valuing and supporting others
* Managing conflict
* Building positive interpersonal relationships
* Using emotional intelligence
* Communicating
* Giving feedback
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| **Topic C1 Human Resources (HR)*** Human resources as a factor of production
* Labour market analyses
* Forecasting labour demand
* Sources of information available to conduct labour market analyses
* The link between business planning and human resources
* The impact of globalization on HR planning
 |
| **Topic C2 Human resource planning*** The nature of work and the characteristics required to perform work roles.
* Skill levels
* Experience
* Educational level
* Aptitude
* Need for flexibility in the workforce.
* Core versus peripheral workers.
* Full-time versus part-time workers.
* Sub-contracting.
* Zero hours contracts.
* Temporary staff.
* Agency staff.
* Management actions to address human resource issues at an operational level.
* Labour turnover (expressed in words and numbers).
* Productivity.
* Skill shortages.
* Workplace stress.
* Absenteeism (expressed in words and numbers)
* Motivation.
* Engagement with business culture.
* Employee satisfaction
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| **Topic D1 Motivation in the workplace*** Theories of motivation (A Maslow, F Herzberg, F W Taylor, E. Mayo et al).
* Impact of motivation on business performance
* Financial motivators.
* Non-financial motivators.
 |
| **Topic D2 Techniques to meet skills requirements*** Recruitment.
* Upskilling/reskilling/ training.
* Outsourcing.
* Changing job roles.
* Restructuring.
 |
| **Topic D3 Training and development** * The purpose of training needs analysis.
* Types of training:
* internal/ external
* on-the-job/off-the job
* mentoring
* coaching.
* Effectiveness of training
 |
| **Topic D4 Performance appraisal**Purpose of performance appraisal: * to set individual and group targets
* to assess individual and group performance
* to provide employee feedback
* to identify training needs

Types of appraisal:* self-assessment
* management by objectives
* ratings scales
* 360° appraisal.

Impact of performance appraisal: * on the individuals
* on the business
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| **Topic E1 Managing change**The need to manage change for business survival and success.* Factors influencing change:
* internal
* external
* Stakeholders who influence change:
* owners
* managers
* customers
* regulators
* financial institutions
* government
* employees
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| **Topic F1 Quality standards*** British Standards Institution standard BS 7850-1:1992.
* International Organization for Standardization standard ISO 8402:1994.
* Kite Marks – IIP.
 |
| **F2 Developing a quality culture*** Setting quality standards.
* Managerial commitment and staff buy-in.
* Quality circles.
* Partnership working with suppliers and customers.
* Transparent and open communication.
 |
| **F3 The techniques and tools of quality management*** Quality control.
* Lean manufacturing.
* Six Sigma.
 |
| **F4 The importance and benefits of quality management*** Zero defect production and output.
* Continuous improvement.
* Improved output quality.
* Reduced inspection requirements.
* Supplier engagement and satisfaction.
* Customer involvement and satisfaction
* Improved efficiency and profitability.
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