| **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 |
| **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. |