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|  | **Curriculum Map:** *Business Studies***Subject –** BTEC Business Level 3 NQF – **Unit 6 Principles of Management (31588H)** | **YEAR**13 | **EXAM BOARD****Edexcel Pearson** |

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|  | **TERM 1** | **TERM 2** | **TERM 3** |
| **What Subject knowledge we will be learning** | Learning Aim A: The definitions and functions of managementLearning Aim B: Management and leadership styles and skills | Learning aim C: Managing human resourcesLearning aim D: Factors influencing management, motivation and performance of the workforce | Learning Aim E: Impact of changeLearning Aim F: Quality management |
| **What skills will we be developing** | * Understand the functions of management and the various leadership styles
* Understand how factors such as management style, policies and procedures, and the structure of a business can all influence business culture.
* Understand the management and leadership skills needed to successfully run an organisation.

 **Externally assessed unit****Skills:** The knowledge and skills gained in this unit will be assessed externally under examination conditions in the summer.**AO1** Demonstrate knowledge and understanding of management and leadership principles, concepts, key terms, functions and theories**AO2** Apply knowledge and understanding of management and leadership issues to real-lifebusiness scenarios**AO3** Analyse and evaluate management information and data, demonstrating the ability to interpret the potential impact and influence on business effectiveness in context**AO4** Be able to recommend management and leadership proposals in context with appropriate justification, using a range of evidence to support arguments**Gatsby reference**: This unit gives learners opportunities to apply the principles of management to a variety of business situations. In doing so they will gain a greaterunderstanding of the challenges faced by managers, and discover that differentmanagement approaches can be taken to address issues relating to aspects suchas change management and motivation in the workplace. | * Understand various motivational theories and the need for motivation in the work place.
* Understand the factors influencing management, motivation and performance of the workforce
* Understand the contribution of labour market intelligence to business planning taking into account the impact of globalisation on the mobility of labour
* taking into account the impact of globalisation on the mobility of labour
* understand the increasing move towards greater flexibility in the labour force
* Understand the need for an organisation to effectively manage its HR

**Exam Skills:** Learners will be taught the work of management theorists and investigatetheir influence on contemporary management practices. The range of activities will enable learners to appreciatehow the functions of management can be applied in a practical setting and develop their personal skills in areas such as critical thinking and working with others. Specification content will be covered focusing on answering business case study context questions and developing a management strategy by demonstrating understanding, application and evaluation A01, A02, A03,A04  | * Understand the impact of internal and external business environment and the role and influence of stakeholders in different settings.
* Understand and appreciate that the need for flexibility in the workplace can bring with it significant management challenges relating to labour turnover, absenteeism and motivation, which can all influence business culture and business performance
* Understand the techniques and tools of quality management
* Understand the need for managers to effectively integrate quality in the work place.
* Understand the costs and benefits of a quality management system, including its influence on business culture and its impact on financial and non-financial performance measures.

**Exam Skills:** Range of practical and research tasks based on exemplars and past examination questions to develop the skills of A01, A02, A03, A04 that learners will need to produce an appropriate management strategy in response to a given business context.  |
| **How will my teacher know I have learnt these things?** (When, what content and skills specifically) | Range of delivery methods will be used for this practical unit such as discussions, individual and group presentations, independent rationales for management strategies will be presented and used as evidence for internal assessment. The following specification content will be covered in term 3:**A The definitions and functions of management**A1 Definitions of management and leadership* Management by objectives.
* Situational and contingency.
* Functional and action centred.
* Transformational and transactional.
* The concept of leadership continuum for management behaviour.

A2 Functions of management and leadershipFunctions 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.

**B Management and leadership styles and skills**B1 Management and leadership styles* Autocratic.
* Democratic/participative.
* Paternalistic.
* Laissez-faire.
* Transactional.
* Transformational.
* Charismatic.

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.
 | Internally assessed past exam case studies will be used and assessed at this stage by teacher in preparation for the external assessment. The following specification content will be covered in term 2:**C Managing human resources**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 globalisation on human resource planning.

C2 Human resource planning* The nature of the 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.

**D Factors influencing management, motivation and performance of the workforce**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.

D2 Techniques to meet skills requirements* Recruitment. Upskilling/reskilling/training. Outsourcing.
* Changing job roles. Restructuring.

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.

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 individual, on the business.
 | This unit is assessed externally under supervised controlled conditions. learners will be required to prepare a report and a presentation in response to a business scenario suggesting appropriate management decisions for the business. **Pearson sets and marks the task.****Level 3 Pass**Learners will be able to demonstrate knowledge and understanding of the principles and functions of management and leadership, and determine business best practice in context. They will be ableto rationalise the styles and skills required in different management and leadership situations.**Level 3 Merit**Learners will assess the challenges faced by businesses and how these have influenced the management of human resources. They will be able to apply motivational theories, and show understanding of the factors influencing management and performance of the workforce and their application in the workplace. They will show an understanding of the need to manage change and quality to ensure business success. Learners can propose and justify recommendations for businessimprovement based on management and leadership principles.**Level 3 Distinction**Learners will be able to critically evaluate information in context relating to improving the effectiveness of management and leadership practices. They can apply relevant concepts, models and theories in order to present reasoned evaluations in realistic business scenarios. Learners makeappropriate judgements and present fully justified recommendations for business improvement. They will understand the importance of change to ensure business success and how a quality standards culture needs to be embedded, developed and maintained to remain successful.The following specification content covered in term 3:**E Impact of change**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.

**F Quality management**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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