

SQA Advanced Unit Specification

General information for centres

Unit title: Managing People

Unit code: HT5C 48

Unit purpose: This Unit is designed to enable candidates to develop the knowledge and skills they will need to manage people effectively.

On completion of the Unit the candidate should be able to:

- 1 Analyse the role and responsibilities of managers.
- 2 Propose actions to maintain and improve the performance of people at work.
- 3 Advise on the management of teams.
- 4 Evaluate processes for the recruitment and selection of people.

Credit points and level: 2 SQA Credits at SCQF level 8: (16 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from National 1 to Doctorates.*

Recommended prior knowledge and skills: Candidates should have a good working knowledge of what management involves, probably gained through work in a managerial position in an organisation. Candidates should have good communication and analytical skills which could be demonstrated by successful completion of management Units at SCQF level 7 such as *Manage Operational Resources* (HR35 47) or *Management: Developing Self Management Skills* (HT5H 47).

Core Skills: There are opportunities to develop the Core Skills of *Problem Solving*, *Communication* and *Working with Others* at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: This Unit may be assessed holistically by means of a report on aspects of managing people in an organisational environment. Candidates are expected to demonstrate that they can apply relevant concepts to situations which they could face as managers. They are also expected to suggest, justify and evaluate possible courses of actions which managers may take to deal with situations and with challenges that they face as managers in an organisation. A report could be supplemented by oral questions to ensure all aspects of the Evidence Requirements are fully met.

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Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Analyse the role and responsibilities of managers

Knowledge and/or Skills

- ◆ Nature of managerial work
- ◆ Responsibilities of managers
- ◆ Managerial attitudes
- ◆ Legislative responsibilities

Outcome 2

Propose actions to maintain and improve the performance of people at work

Knowledge and/or Skills

- ◆ Individual differences
- ◆ Theories of motivation
- ◆ Performance review
- ◆ Training and development
- ◆ Strategies to improve job performance
- ◆ Grievance and disciplinary procedures

Outcome 3

Advise on the management of teams

Knowledge and/or Skills

- ◆ Differences between groups and teams
- ◆ Characteristics of effective teams
- ◆ Stages of group development

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Outcome 4

Evaluate processes for the recruitment and selection of people

Knowledge and/or Skills

- ◆ Human resource planning
- ◆ Specifying job requirements
- ◆ Selecting people for jobs
- ◆ Induction

Evidence Requirements for the Unit

Candidates must provide evidence which draws on knowledge and skills items from all four Outcomes to show that they can, with reference to a particular organisation:

- ◆ apply relevant concepts to the work of a manager and use them to suggest and justify courses of action which a manager could take
- ◆ apply relevant concepts to the work of a manager and use them to suggest and justify ways by which a manager could resolve problems which s/he might face
- ◆ apply different theoretical approaches to the analysis of a situation and draw conclusions on the effect of different approaches for the work of a manager
- ◆ use relevant concepts to evaluate human resource management processes in an organisation in terms of their impact on the effectiveness of the work of a manager

Evidence must cover routine and non-routine aspects of the work of a manager and be consistent with the roles and responsibilities of managers in organisations. It should cover the performance of people at work, team management and the recruitment and selection of people.

Assessment Guidelines for the Unit

Assessment for this Unit can be undertaken holistically. Candidates can be asked to investigate selected aspects of an organisation with which they are familiar. They can be given a brief to which they can respond. This should draw their attention to the four main aspects of the Unit to ensure that all parts of the Outcomes are covered.

Alternatively, candidates can be given a case study of an organisational scenario covering people management aspects of the work of a manager. This should cover routine and non-routine aspects of people management. It could be presented in video format.

Candidates can present their evidence in the form of a report in which case it should be about 3,000 words long. It could be completed in their own time or during time allocated for the purpose during an integrated development session. A written report could be supplemented by oral questions to ensure all aspects of the Evidence Requirements are fully met.

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Administrative information

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Version	Description of change	Date

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SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of SQA Advanced Qualifications.

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Unit specification: support notes

Unit title: Managing People

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 80 hours.

Guidance on the content and context for this Unit

This Unit is intended for all managers who wish to enhance their understanding of the issues involved in managing people and to develop their skills in doing this significant aspect of managerial work. It may be undertaken as part of a management training and development programme. It is primarily aimed at people who already have some experience of management. It may be suitable, however, for those who are likely to gain such experience in the near future.

The Unit is designed to enable candidates to become conversant with current approaches and techniques of managing people and be able to apply them to the work of managers in organisations. As a result, their effectiveness as managers should be increased. The Unit enables managers to assess the matters that they will have to deal with when managing people and to consider the type of managerial actions they will have to take. It encourages managers to base their actions on relevant approaches, models and techniques and to use these to reflect on the success of managerial intervention.

There is a considerable amount of material on people management and on human resource management processes within organisations. The crucial requirement is that candidates recognise that theories, approaches and techniques can be a guide to managerial action and can help to ensure that any managerial intervention is effective. The following notes give some guidance on approaches and theories which could be covered as part of each Outcome. In many cases, there are alternative approaches which could also be used if desired.

Outcome 1

Nature of managerial work: Planning, organising, coordinating, communicating, control (Fayol); Mintzberg's managerial roles; demands, constraints, choices (Stewart).

Responsibilities of managers: to the organisation, to colleagues, to people who report to them, to their own manager, to customers; self-management — time management, stress management, dealing with role conflict, role ambiguity, role incompatibility, role overload/underload.

Managerial attitudes: Theory X and Theory Y; Theory Z.

Legislative responsibilities: this should cover current legislation in all areas relevant to the human resource aspects of the work of a manager in an organisation including all forms of discrimination and unfair treatment; employee protection; health and safety; occupational health.

Outcome 2

Individual differences: ability; perception; attitudes; learning.

Theories of motivation: content theories — Maslow, Herzberg, Alderfer; process theories — expectancy theory (eg Vroom, Porter and Lawler), equity theory.

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Performance review: SMART objectives; setting targets and standards; appraisal; monitoring performance; absence management; giving and receiving feedback; 360 degree feedback.

Strategies to improve job performance: job design — techniques, approaches; job enrichment; empowerment; self-managed work groups; flexible working arrangements; quality circles.

Training and development: identifying training and development needs; personal development plans (PDP); delegation; coaching and mentoring; management development.

Grievance and disciplinary procedures: operation of procedures; legal requirements; Advisory Conciliation and Arbitration Service (ACAS) procedures.

Outcome 3

Differences between groups and teams: formal and informal groups; support and co-operation between members; nature of task; values and norms.

Characteristics of effective teams: team role theory — Belbin; patterns of interaction; processes and procedures — task, maintenance; size; nature of the task.

Stages of group development: forming; storming; norming; performing, mourning.

Outcome 4

Human resource planning: job analysis — role, skill and competence analysis; analysing existing human resources; employee turnover; forecasting future human resource requirements; human resource plan.

Specifying job requirements: job description; person specification.

Selecting people for jobs: interview — planning and structuring, interview techniques; assessment centres; use of tests.

Induction: differences between induction and socialisation; induction programmes; exit interviews.

Guidance on the delivery and assessment of this Unit

This Unit can be delivered on a stand-alone basis or as part of a management training and development programme.

Delivery of this Unit will involve ensuring that candidates become familiar with relevant concepts of people management. However, the emphasis is on applying these ideas to the work of a manager. Delivery should therefore encourage candidates to relate the theories, techniques and approaches to their own experience as managers and of being managed. They can consider how the ideas in the Unit could be used to improve the quality of their managerial interventions and reflect on incidents and actions that they (and others known to them) have undertaken. Candidates should be encouraged to recognise that managing people requires a flexible, non-dogmatic approach and that, in any situation, a number of courses of action are likely to be available and that there may not be a single best option. In particular, different theoretical approaches may suggest different types of intervention. Candidates can be encouraged to compare possible options and relate them to various theoretical approaches and to their relevance to particular situations and to the role and responsibilities that they have as managers. Candidates should also be aware that good self management is a crucial aspect to successfully managing others. Throughout, the Unit is concerned with effectiveness — of what managers do and how others perform. This, too, should permeate the delivery of the Unit.

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Candidates can be given short case studies or examples to help them to recognise how the concepts in the Unit relate to situations which they can encounter as managers of people. Candidates could also carry out their own investigations into the human resource processes in their own organisations. These investigations and the case studies could form the basis of assignments which could act as formative assessments.

This type of approach should help to prepare candidates for the final summative assessment for which they will be required to prepare a report covering aspects of people management. The formative assessment referred to above is likely to assist candidates to develop the skills and ability to analyse situations and challenges which managers may face when dealing with people. It can also help them to suggest actions which managers could take.

Opportunities for developing Core Skills

As candidates identify and analyse the essential components of people management they will define criteria against which variables will be considered. They will determine the relative significance of each criterion before selecting, justifying and describing the effects of a range of strategic approaches applying relevant theories and concepts. This will provide opportunities to develop elements of critical thinking and general problem solving skills to an advanced level. Exemplifying, analysing and evaluating the potential and actual impact of human resource management processes on the effectiveness of management work in an organisation will be a critical aspect of knowledge and understanding. It will require sophisticated understanding of techniques and tools used to negotiate with and persuade others.

Underpinning knowledge for the Unit requires an in depth understanding of organisational communication theory and practice, and an ability to analyse, explain and justify the use of techniques and media which influence and motivate others. Candidates will apply understanding of current management theories relating to working with others in routine and non-routine situations. Recognition of the factors affecting people management, including team management, recruitment and selection, will be an element of competence.

Communication skills are not discretely assessed but candidates will research and analyse complex background information and theory, and present written responses which are factually and technically accurate, clear, unambiguous and concise.

Open learning

This Unit is particularly suitable for Open Learning as candidates should be able to acquire the relevant knowledge by working through the distance learning material which will be available for this Unit. Appropriate arrangements would need to be made for assessment and quality assurance.

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Equality and inclusion

This unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

General information for candidates

Unit title: Managing People

This Unit enables you to analyse and evaluate the kind of situations which you will meet when managing people. It aims to enable you to recognise that roles and responsibilities that a manager has and how these can be applied to enable the people that you manage to perform effectively. This Unit will introduce you to a number of different theories, approaches and techniques of human resource management but the emphasis is on applying these to the work of a manager. In this way, you can operate more effectively as a manager and, in this way contribute to the overall performance of the organisation.

You will be given support material to help you work on this Unit on your own. It will give you the background knowledge and understanding that you need as well as case studies and examples of how different approaches can be applied to the work of managers. It will encourage you to relate and apply the ideas to your own work experience as a manager and of being managed. It provides an opportunity for you to investigate for yourself what happens elsewhere in your own and in other organisations. This will help you to develop the analytical skills which you will need for the assessment.

The assessment for the Unit is based on routine and non-routine contexts of people management. It is likely that you will be given a brief and asked to provide a report which tests your ability to analyse and evaluate human resource management issues in an organisation and to suggest actions which managers could take. It is expected that your report should be about 3,000 words long.

You will have succeeded in meeting all the requirements of this Unit if you pass this assessment.