



Module guide:

2.1: Managing People

Programme: BA (Hons) Professional Management

Module details

Module title:	Managing People
Module code:	2.1
Module level:	5
Credit value:	20
Assessment:	Assignment, reflective review, portfolio evidence
Learning duration:	7 weeks

Introduction

Welcome to this module on Managing People. This is your reference guide to the content and assessment of this module.

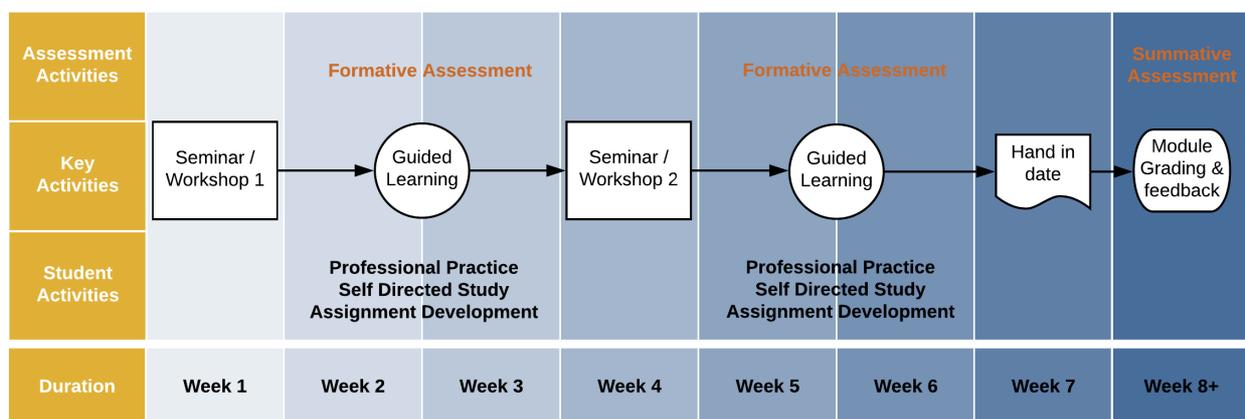
By successfully completing this module, you will be able to:

- 2.1 (1) Evaluate recruitment and selection methods used by organisations
- 2.1 (2) Analyse talent management approaches used by own organisation
- 2.1 (3) Demonstrate team building skills to develop and motivate team members
- 2.1 (4) Demonstrate a range of management competencies to manage and monitor individual and team performance.

In order to achieve these learning outcomes, you will need to demonstrate your knowledge of recruitment and selection methods used by organisations and demonstrate team building skills. Your tutor is there to guide and support you throughout this module, offering advice and guidance where applicable.

Learning strategy

The learning outcomes will be achieved through a combination of seminars, workshops, tutorials, self-directed study, professional practice and reflective review. The learning journey for this module is illustrated below:



Module guidance

In order to complete this module, you will be required to provide the following:

1. A presentation with notes pages of no more than 1500 words.
2. A reflective account of your team building activity
3. Two pieces of portfolio evidence consisting of:
 - Observation report based on team building activity, motivation, delegation and performance management
 - 360-degree feedback on team building, motivation, delegation and performance management

Assessment guidance

This module will be assessed through a presentation demonstrating your understanding of different recruitment and selection methods used by organisations and an analysis of talent management approaches. You will carry out a reflection on team building to demonstrate your ability to develop and motivate team members, demonstrating a range of management competences to manage and monitor individual team performance.

The table below provides an overview of the assessments and how they will be used towards your overall module grade.

Components	Assessment method	Learning outcome	Overview of activity	Marking scheme
Assessment 1	1. Presentation supported with notes pages	2.1 (1) 2.1 (2)	A presentation with supporting notes reflecting on your understanding of recruitment, selection and talent management.	Marked and graded (40% pass mark)
Assessment 2	1. Reflective review	2.1 (3)	Reflection activity on how effective you have been in demonstrating your team building skills	Threshold (A pass must be achieved)
Assessment 3	Portfolio evidence: 1. Observation report 2. 360-degree feedback	2.1 (4)	Gather evidence for your portfolio to show that you are able to demonstrate a range of management competencies to manage and monitor individual and team performance.	Threshold (A pass must be achieved)

You will be required to complete all 3 components and achieve a pass for each in order to successfully complete the module.

Before you start...

What is expected of you:

- Read through and make sure you understand the requirements of the module. Please feel free to ask your tutor any questions if you are not sure or require further clarification. This can be done in person, by email or telephone.
- Ensure that you are aware of hand in dates for your work. If you feel you will not be able to meet these deadlines, please discuss with your tutor who may be able to arrange for an extension. It is essential that you allow time for this and not leave it until the last moment unless of extenuating circumstances.
- Always keep a soft or hard copy of your work.
- Ensure you have completed your individual self-reflections.
- Ensure you have completed all tasks within the allocated timescale. It is highly recommended that you attend the tutorial sessions and keep in touch with your tutor who will support you through your module. If we are not aware of problems you may be having, we will not be able to help you.

Assessment 1

Assessment type: Presentation with supporting notes

Learning outcome: 2.1 (1) Evaluate recruitment and selection models used by organisations
2.1 (2) Analyse talent management approaches used by organisations.

Overview: Take part in a talent management, recruitment and selection activity and then produce and deliver a presentation demonstrating your understanding of models of recruitment and selection and talent management approaches linked to best practice.

Marking scheme: Marked and graded

Task:

You are required to carry out a recruitment and selection and activity.

After you have completed the activity, produce a presentation with supporting notes linking your activity to approaches within your organisation. The presentation should last no more than 10 minutes with an additional 5 minute for audience questions.

The presentation should include:

1. An assessment of talent management approaches used by different organisations
2. An analysis of how your own organisation, or an organisation of your choice seeks to attract, identify, develop, engage, retain and deploy staff that are valuable to it.
3. An evaluation of at least three different methods of:
 - a. Recruitment
 - b. Selectionused by own and other organisations
4. A planned and implemented recruitment, selection and talent management activity
5. An outline of improvements to recruitment, selection and talent management approaches in future within your own organisation based on best practice
6. A presentation which:
 - Reflects on the activity you have completed
 - Evaluates best practice relating to recruitment and selection in own and other organisations
 - An analysis of talent management approach used by own and other organisations
 - Recommendations based on best practice as to how your own organisation can improve its talent management, recruitment and selection practices.

The supporting notes should be submitted in Microsoft Word format and include:

- A full reference list, in the Harvard style.
- A bibliography of reading and research you have carried out.

Marking and grading

Your assignment will be marked and graded in line with UCQ's marking and grading guidelines which are in your student handbook. Specific to this task, you will be scored on the task elements detailed above, and summarised as follows:

1. Presentation and inclusion of the specified elements
2. Evaluation of methods of recruitment and selection
3. Analysis of talent management approaches used by your own organisation with recommended improvements to current practice
4. Demonstration of taking part in a recruitment and selection activity
5. Use of and appropriate referencing of research sources

You will need to achieve a minimum pass of 40% in this assessment. A summary of the specific criteria that will be used to grade your work is shown in the table below.

Grade type	Grade criteria	% band
Excellent pass	<ul style="list-style-type: none"> • Extensive research has been carried out into different recruitment and selection models and talent management approaches used by a wide range of organisations • Comprehensive critical analysis of the research which has clearly been well used to plan recruitment activity • Highly effective demonstration of taking part in well planned and executed recruitment and selection activity • Justified recommendations supported with extensive evidence on improvements to organisations recruitment, selection and talent management approaches. • Highly effective delivered presentation demonstrating persuasive communication skills articulating a comprehensive evaluation and synthesis of best practice in relation to recruitment and selection approaches. • Professional presentation produced covering all required elements to a high standard with few errors. 	70%+
Very good pass	<ul style="list-style-type: none"> • Extended research has been carried out into different recruitment and selection models and talent management approaches used by a range of organisations • Critical analysis of the research which has been mainly used to plan recruitment activity • Mostly effective demonstration of taking part in well planned and executed recruitment and selection activity • Some justified recommendations supported with some evidence of improvements to organisations recruitment, selection and talent management approaches. • Well-delivered presentation demonstrating some persuasive communication skills articulating some evaluation and synthesis of best practice in relation to recruitment and selection approaches. • Mainly professional presentation produced covering most of the requirement elements to a high standard with some errors. 	60%-69%

Good pass	<ul style="list-style-type: none"> • Some research has been carried out into different recruitment and selection models and talent management approaches used by a limited range of organisations • Some critical analysis of the research has been used to plan recruitment activity • Somewhat effective demonstration of taking part in a planned and recruitment and selection activity • Limited recommendations with limited justification supported with little evidence of improvements to organisations recruitment, selection and talent management approaches. • Acceptable presentation demonstrating few persuasive communication skills outlining a brief evaluation and synthesis of best practice in relation to recruitment and selection approaches. • Adequate professional presentation produced covering most of the requirement elements with some errors. 	50%-59%
Pass	<ul style="list-style-type: none"> • Limited research has been carried out into different recruitment and selection models and talent management approaches used by a few organisations • Limited critical analysis of the research has been used to plan recruitment activity • Basic demonstration of taking part in a planned and recruitment and selection activity • Few recommendations with little justification supported with little evidence of improvements to organisations recruitment, selection and talent management approaches. • Brief presentation demonstrating few effective communication skills outlining a brief evaluation and synthesis of best practice in relation to recruitment and selection approaches. • Adequate presentation produced covering most of the required elements to a good standard with some errors. 	40%-49%
Fail	<ul style="list-style-type: none"> • Little or no research has been carried out into different recruitment and selection models and talent management approaches used by only one organisations • Little analysis of the research has been used to plan recruitment activity • Inadequate demonstration of taking part in well planned and recruitment and selection activity • Few unviable recommendations are presented with little justification or supporting evidence of improvements to organisations recruitment, selection and talent management approaches and are unrealistic or unviable. • Inadequate presentation demonstrating few communication skills communicating a brief description of best practice in relation to recruitment and selection approaches. • Poor presentation produced covering few of the requirements to a poor standard with many errors. 	0%-39%

Assessment 2

- Assessment type:** Reflective review
Learning outcome: 3.1 (3) Demonstrate team building skills to develop and motivate team members
Overview: Reflective review exercise on team building.
Marking scheme: Threshold (A pass must be achieved)

Task

You are required to complete a reflective review for this module that demonstrates your practice as a manager, reflecting on how effectively you have developed and motivated team members during a team building activity.

Carry out a well-planned team building activity first with your team and keep notes/evidence to support this. Once you have completed this, write up your reflective review.

A template will be provided for this asking you to discuss an experience, reflect on this experience, learn from the experience and then plan and try out what you have learned. There is no formal word count for this task, but as a guide, 750 words in total would be appropriate.

1. Reflect on your practice as a manager or leader in relation to developing and motivating team members during a team building activity.

Marking and grading

Your reflective review is required to be passed. All the criteria stated in the table below must be met to achieve a pass.

Component	Criteria
Presentation of your reflective review	<ul style="list-style-type: none"> ▪ Use of a clear structure ▪ Accurate spelling and grammar ▪ Visually appealing presentation ▪ Supporting evidence of the team building activity that has been carried out
Summary of new learning	<ul style="list-style-type: none"> ▪ Personal account that is informed from reading/theory linked to team building and motivation ▪ Accurately referenced
Reflective review content	<ul style="list-style-type: none"> ▪ Appropriate to module ▪ Your own personal experience ▪ Reflecting on a situation and discussing it
Personal action plan	<ul style="list-style-type: none"> ▪ Clear structure ▪ Accurate spelling and grammar ▪ SMART objectives for personal action plan ▪ Review period for action plan ▪ Linked to ongoing personal development

Assessment 3

Assessment type: Portfolio evidence

Learning outcome: 3.1 (4) Demonstrate a range of management competencies to manage and monitor individual and team performance

Overview: Gather evidence for your portfolio to show that you can understand and apply management competencies to performance manage teams and individuals through leading and developing people.

Marking scheme: Threshold (A pass must be achieved)

Task

You are required to complete portfolio tasks and collect evidence to demonstrate your knowledge and understanding of monitoring and managing both individual and team performance. Each of the two individual tasks are detailed below.

1. Observation

Arrange a formal observation to take place with your tutor. This will take place in your workplace and observe how you work with people and teams, observe you in your role at meetings, carrying out your daily work as a leader or manager. They will also observe you monitoring and managing both individuals and teams through performance management activities. This could be 1-2-1s, team briefings or appraisal type activities.

The focus of the observation will be on how you deal with people issues such as monitoring individual and team performance and the range of management competencies you demonstrate

This observation will last for approximately one hour and will result in a written report being produced by your tutor.

You will be asked to use this report to identify areas for improvement and personal development, which you will link back to your degree apprenticeship individual learning plan.

Marking and grading

This element is required to be passed. All the criteria stated in the table below must be met to achieve a pass.

Component	Criteria
Monitoring individual performance	Demonstrate that you can apply a range of management techniques to manage work activities including individual performance.
Monitoring team performance	Demonstrate that you can apply a range of management techniques to manage the day to day work activities of a team. Demonstrate how you have reviewed team performance.

2. Peer feedback (360-degree feedback)

You are required to obtain feedback from your peers in relation to the management techniques you have used to manage individual and team performance. This feedback should provide a full picture and should come from team members, line managers and customers (if appropriate).

Questions will be provided to the peer to help them provide constructive feedback to you.

Once you have received the constructive feedback you will need to analyse the responses and reflect on them. You will identify your strengths and weaknesses from this feedback and add to your action plan how you intend to develop areas that have been identified as learning opportunities.

Marking and grading

This element is required to be passed. You must provide evidence as outline below to meet the criteria stated below to achieve a pass.

Component	Criteria
Peer feedback	<ul style="list-style-type: none">Peer feedback carried out and given by at least three different people at different levels within your organisation
Peer feedback analysis	<ul style="list-style-type: none">An analysis of the feedback in a structured and logical manner summarising appropriate strengths and weaknesses
Personal action plan	<ul style="list-style-type: none">Clear structureAccurate spelling and grammarSMART objectives for personal action planReview period for action planLinked to ongoing personal development

Module reading list

Armstrong, M. and Taylor, S. (2014) *Armstrong's Handbook of Human Resource Management Practice*. 13th ed. London: Kogan Page.

Pilbeam, S. and Corbridge, M. (2010) *People Resourcing and Talent Planning HRM in practice*. 4th ed. London: Financial Times/Prentice Hall.

Rees, G. and French, R. (2013) *Leading, Managing and Developing People*. 4th ed. London: CIPD

Savino, M. (n.d.) *Creating the ultimate workplace performance management system: Why traditional performance appraisals don't work*. Kindle Ed.

Taylor, S. (2014) *Resourcing and Talent Management*. 6th ed. London: CIPD.

Warner, J. (2008) *Delegation*. Management Pocketbooks.

E Learning Resources

www.cipd.co.uk

<http://www.softwareadvice.com/uk/hr/>

<https://www.cipd.co.uk/hr-resources/factsheets/strategic-human-resource-management.aspx>

<http://www.cipd.co.uk/hr-resources/factsheets/recruitment-overview.aspx>

<http://www.businessballs.com/delegation.htm>

<http://www.cgma.org/Magazine/News/Pages/20137906.aspx?TestCookiesEnabled=redirect>