Unit Title:	**Principles of people management**
OCR unit number:	4
Level:	3
Credit value:	6
Guided learning hours:	34
Unit reference number:	R/506/1937

Unit aim and purpose

This unit aims to develop knowledge and understanding regarding people management and introduces learners to the principles underpinning the management of people. Upon completion of this unit, learners will have developed an understanding of workforce management, team building and dynamics, and equality of opportunity, diversity and inclusion. Learners will also have developed an understanding of performance management, training and development and reward and recognition.

Learning Outcomes	Assessment Criteria	Additional Guidance
The Learner will: 1 Understand the principles of workforce management	**The Learner can:** 1.1 Explain the relationship between Human Resources (HR) functions and other **business functions** 1.2 Explain the purpose and process of workforce planning 1.3 Explain how employment law affects an organisation's HR and business policies and practices 1.4 Evaluate the implications for an organisation of utilising different types of **employment contracts** 1.5 Evaluate the implications for an individual of different types of employment contracts	**Business functions** may include: • Purchasing • Production • Marketing • Finance • Administration • Public relations • General management **Employment contracts** may include: • Temporary • Fixed-term • Annualized hours • Term-time only • Casual/zero hours contracts • Employee-shareholder • Apprenticeship/ training
2 Understand equality of opportunity, diversity and inclusion	2.1 Explain an organisation's responsibilities and liabilities under equality legislation	

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Learning Outcomes	Assessment Criteria	Additional Guidance
	2.2 Explain the benefits that effective equality of opportunity, diversity and inclusion policies bring to individuals and organisations 2.3 Explain the language and behaviour that support commitments to equality of opportunity, diversity and inclusion 2.4 Explain how to measure diversity within an organisation	
3 Understand team building and dynamics	3.1 Explain the difference between a group and a team 3.2 Outline the characteristics of an effective team 3.3 Explain the techniques of building a team 3.4 Explain techniques to **motivate** team members 3.5 Explain the importance of communicating targets and objectives to a team 3.6 Examine theories of **team development** 3.7 Explain common causes of conflict within a team	**Ways to motivate people** may include: • Team building • Goal setting / clear targets • Performance measurement • Encouragement and feedback • Rewarding • Inspiring • Empowering • Supporting • Coaching • Promoting creativity • Provide meaningful and challenging work • Training and development **Team development** refers to: • Developing trust among team members • Practicing Openness • Enhancing co-operation through realisation • of objectives • Promoting Inter-dependence (collaboration, teamwork, etc.)

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Learning Outcomes	Assessment Criteria	Additional Guidance
	3.8 Explain **techniques to manage conflict** within a team	**Techniques to manage conflict** may include: • Direct approach • Bargaining • Enforcement • Retreat • De-emphasis
4 Understand performance management	4.1 Identify the characteristics of an effective performance management system 4.2 Explain the uses of specific, measurable, achievable, realistic and time-bound (SMART) objectives and priorities 4.3 Describe best practice in conducting appraisals 4.4 Explain the factors to be taken into account when managing people's wellbeing and performance 4.5 Explain the importance of following disciplinary and grievance processes	
5 Understand training and development	5.1 Explain the benefits of employee development 5.2 Explain the advantages and limitations of different types of training and development methods 5.3 Explain the role of targets, objectives and feedback in employee development 5.4 Explain how personal development plans support the training and development of individuals 5.5 Explain how to make use of planned and unplanned learning opportunities to meet individuals' preferred learning styles 5.6 Explain how to support individuals' learning and development	
6 Understand reward and recognition	6.1 Describe the components of **'total reward'** 6.2 Analyse the relationship between motivation and reward 6.3 Explain different types of pay structures	'**Total reward'** may include: • Compensation • Benefits • Work-Life • Performance and Recognition

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Learning Outcomes	Assessment Criteria	Additional Guidance
	6.4 Explain the risks involved in the management of reward schemes	

Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

Guidance on assessment

N/A

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	Unit number	Title
Management & Leadership (2012) National Occupational Standards:	CFAM&LBA7 CFAM&LDB1 CFAM&LDB4 CFAM&LDB8 CFAM&LDC2 CFAM&LDC5	• Promote equality of opportunity, diversity and inclusion • Build teams • Manage people's performance at work • Manage conflict in teams • Support individuals' learning and development • Help individuals address problems affecting their performance

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications' (A850)* on the OCR website www.ocr.org.uk .

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