APPRENTICESHIP

LEVEL 3 DIPLOMA IN MANAGEMENT (QCF) 10387

RESOURCES LINK

VERSION 1

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Oxford Cambridge and RSA

WELCOME

Resources Link is an e-resource, provided by OCR, for teachers of OCR qualifications. It provides descriptions of, and links to, a variety of independent teaching and learning resources that you may find helpful.

In Resources Link you will find details of independent resources, many of which are free: where this is the case this has been indicated.

If you know of other resources you would like to see included here, or discover broken links, please let us know. We would also like to hear from you if have any feedback about your use of these, or other, OCR resources. Please contact us at resourcesfeedback@ocr.org.uk.

We leave it to you, as a professional educator, to decide if any of these resources are right for you and your students, and how best to use them.

We'd like to know your view on the resources we produce. By clicking on the 'Like' or 'Dislike' button you can help us to ensure that our resources work for you. When the email template pops up please add additional comments if you wish and then just click 'Send'. Thank you.

Workbook 1: Key principles of management and leadership

This short booklet (6 pages) provides a brief oversight of Management and Leadership and their differences and highlights two underpinning theories: those of Fayol and Mary Parker Follett. It provides a useful introduction with a knowledge activity at the end.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	While it can be downloaded for free, it may not be stored or transmitted in any form without permission through: Learning for Work, Pure Offices, 1 Broad Gate, The Headrow, Leeds LS1 8EQ or info@learning-work.co.uk
Format:	PDF
	www.learning-work.co.uk/docs/Management_L3_W1_5_8.pdf

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Principles of Management and Leadership

This case study is produced for AS 2 – Business Studies. It enables learners to consider the issues facing two managers to investigate whether their ideas for taking forward their areas of responsibility are appropriate and use this discussion to consider how management can encourage motivation.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	This is freely available but permission for copying and distributing should be referred to: Council for the Curriculum Examinations and Assessment, 29 Clarendon Road, Clarendon Dock, Belfast BT1 3BG or info@ccea.org.uk
Format:	Website
	http://www.rewardinglearning.org.uk/microsites/business_studies/gce/support/as2.asp

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Problem-solving and decision-making

An article which not only describes the concepts but also has useful links to templates eg SWOT and PEST analyses. It also links to theory such as the Pareto Principle. Not all links will be required at this level and learners should be guided to the most appropriate areas.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free
Format:	Website
	http://www.businessballs.com/problemsolving.htm
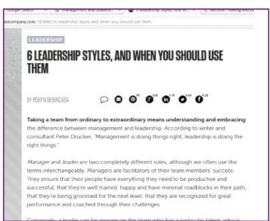
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6 leadership styles and when you should use them

This is an interesting discussion on leadership styles from a non-academic perspective which provides useful insights into the actual experience of an individual.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free
Format:	Website

http://www.fastcompany.com/1838481/6-leadership-styles-and-when-you-should-use-them

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at resourcesfeedback@ocr.org.uk

Leadership styles: being the type of leader your team needs you to be

This is part of a suite of information on leadership which can be easily accessed from the buttons on the left hand side of the document. It provides another perspective on leadership.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free
Format:	Website

http://www.leadership-toolbox.com/leadership-styles.html

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10 x leadership styles

A useful, brief explanation of the 10 most common leadership styles but with some academic discussion which is easily interpreted.

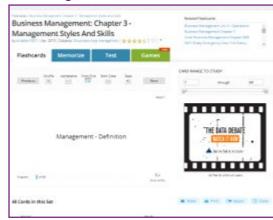|	
Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free for educational purposes but must be attributed to the Leadership Foundation for Higher Education.
Format:	Website
	http://www.lfhe.ac.uk/en/general/lf10/ten-times-tables/10-leadership-styles.cfm

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Business management: chapter 3 management styles and skills

On line flash cards with visual and sound answers on a wide range of management styles and skills. These can be shuffled and used for revision and teaching.

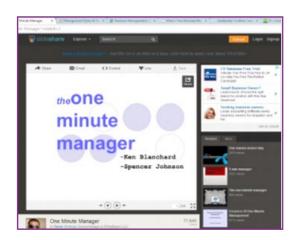|	
Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free
Format:	Website
	http://www.cram.com/flashcards/business-management-chapter-3-management-styles-and-skills-1294179

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One minute manager slide shows

These are a series of slide shows which provide quick incisive information on a range of management areas such as techniques and leadership, problem solving, etc. A novel way of getting across management ideas and providing support for almost all areas of this unit.

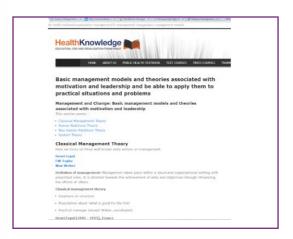|	
Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free to use but usual citation and referencing required
Format:	Website
	http://www.slideshare.net/shrotriyarakesh/One-Minute-Manager?related=2

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Basic management models and theories

A comprehensive range of models and theories covering management and leadership. A suitable subset should easily be identified to meet the needs and level of experience of the learner group.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free
Format:	Website
	http://www.healthknowledge.org.uk/public-health-textbook/organisation-management/5c-management-change/basic-management-models

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Decision making for principles of management

A slide show with commentary and explanations bringing the decision making processes to life with realistic examples.

Supports:	OCR Level 3 Diploma in Management
	Unit 3, Principles of leadership and management
Cost:	Free
Format:	Video
	https://www.youtube.com/watch?v=SK_7gNyrsV4

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Business functions and organisation

A good, comprehensive slide show giving an overview of the basic functional areas of an organisation.

Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free
Format:	Website but can be emailed
	http://www.slideshare.net/GovernanceHome/business-functions-and-organisation

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at resourcesfeedback@ocr.org.uk

Basic rights at work

A comprehensive website covering all areas of employment law and regulation from the employee perspective. It provides very useful information important to the development of HR and business policies and practices.

Supports: OCR Level 3 Diploma in Management

Unit 4, Principles of people management

Cost: Free

Format: Website

http://www.adviceguide.org.uk/england/work_e/work_rights_at_work_e/basic_rights_at_work.htm

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Contract types and employer responsibilities

The UK Government's official guidance to contract types and employer responsibilities, including hyperlinks to specific items. This is well presented and straightforward. A useful site for understanding the legal definitions and requirements for each contract type.

Supports: OCR Level 3 Diploma in Management

Unit 4, Principles of people management

Cost: Free

Format: Website

https://www.gov.uk/contract-types-and-employer-responsibilities/overview

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Developing an equality, diversity and inclusion policy

This is a guide provided by the London Assembly to aid those developing equality, diversity and inclusions policies. A very useful practical guide and rationale which should aid learners in the understanding of not only what is involved but why the various steps are required.

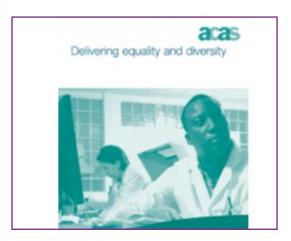| Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free
Format:	PDF

http://www.london.gov.uk/sites/default/files/Developing%20an%20equality,%20diversity%20and%20inclusion%20policy.pdf

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Delivering equality and diversity

This ACAS booklet has useful information on what is required in terms of ensuring that an organisation is compliant with diversity and equality requirements. It also provides some practical guidance on areas such as monitoring which will be useful to the learner.

Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free
Format:	PDF

http://www.acas.org.uk/media/pdf/l/e/Acas_Delivering_Equality_and_Diversity_(Nov_11)-accessible-version-Apr-2012.pdf

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All about team building

A free resource which provides a range of guidance on team building and includes some team building activities which may be useful depending upon the group, location, etc.

Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free
Format:	Website
	http://managementhelp.org/groups/team-building.htm

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
resourcesfeedback@ocr.org.uk

The five stages of team development – a case study

A relatively short (7 page) document which includes a brief discussion of team development and a case study for discussion which will help learners understand what the terms mean and how they should be applied.

Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free
Format:	PDF
	http://cdn.projectsmart.co.uk/pdf/the-five-stages-of-team-development-a-case-study.pdf

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Managing team conflict by Cynthia Phillips

A useful overview of the issues which cause conflict and ways in which they can be managed.

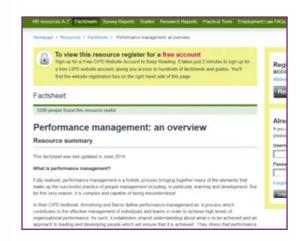|	
Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free
Format:	Website

http://www.chumans.com/human-systems-resources/managing-team-conflict.html

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Performance management – an overview

A helpful overview of performance management with links to other useful fact sheets.

Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Requires the user to sign up for a free account with CIPD to have full access
Format:	Website

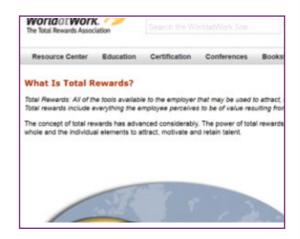http://www.cipd.co.uk/hr-resources/factsheets/performance-management-overview.aspx

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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What is total rewards?

This site explains the total rewards "tool kit", which is used to attract, motivate and retain employees.

Supports:	OCR Level 3 Diploma in Management
	Unit 4, Principles of people management
Cost:	Free - written permission is required if the work is to be copied or transmitted.
Format:	Website and PDF
	http://www.worldatwork.org/aboutus/html/aboutus-whatis.jsp

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Organisation development

Fact sheet by CIPD on organisational development. It describes the concepts of organisational development as well as ideas to put it into practice.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free after registering for a CIPD website account
Format:	Website
	http://www.cipd.co.uk/hr-resources/factsheets/organisation-development.aspx#link_0

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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Resource Management – what do I need to know?

An interesting blog with explanations of resource management and also the range of answers that this can generate. There are responses to the blog and together with the original piece, provides useful information but also the opportunity for debate and discussion across a cohort.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free - to use and contribute
Format:	Website
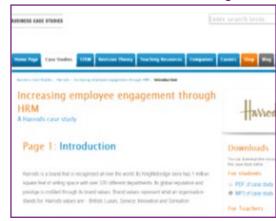
http://www.apm.org.uk/blog/resource-management-%E2%80%93-what-do-i-need-know#.U_MMP8VdV8F

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Increasing employee engagement through HRM - A Harrods case study

This site provides a range of case studies of which Harrods is one. This is a useful tool for enabling learners to explore concepts and how they are applied in the work place. Although the Resource Management aspect is covered here other case studies are available.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free - as long as the user signs in to the site
Format:	Can be down loaded as PDF or as MP3 for a small fee.

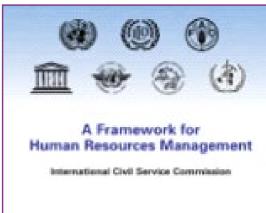http://businesscasestudies.co.uk/harrods/increasing-employee-engagement-through-hrm/introduction.html#axzz3GgnHm2dS

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A framework for human resources management

A handbook produced by UNESCO. It includes straightforward diagrams and statements on human resource planning.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free
Format:	PDF
	http://icsc.un.org/resources/hrpd/hrm/ICSC_hrm_eng.pdf

KPMG's 10 steps to strategic workforce planning

This interactive resource, allows the learner to select the area of interest and review a straightforward explanation of strategic workforce planning by a leading company.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free
Format:	Website
	https://www.kpmg.com/global/en/services/advisory/management-consulting/people-change/pages/strategic-workforce-planning.aspx

Workforce planning for human resource professionals

A PDF file of a slide presentation hand-out. With very helpful explanations of how work force planning impinges on the human resource function.

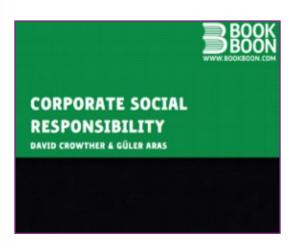|	
Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free
Format:	PDF

http://www.nps.gov/training/tel/Guides/Workforce_Planning_HR_Presentation_Slides.pdf

Corporate social responsibility

A free book, with some advertisements for training but still a comprehensive work. A useful resource for the teacher and with guidance for the learner.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free
Format:	PDF

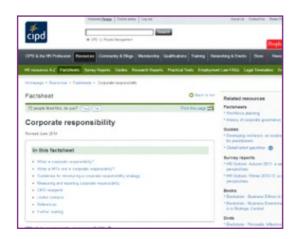http://www.mdos.si/Files/defining-corporate-social-responsibility.pdf

Corporate responsibility

A CIPD fact sheet with links to other useful resources, including podcasts.

Supports: OCR Level 3 Diploma in Management

              Unit 5, Principles of business

Cost: Free after registering for a CIPD website account

Format: Website

    http://www.cipd.co.uk/hr-resources/factsheets/corporate-responsibility.aspx

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Gaining the full benefits of continuous improvement

A discussion of Kaizen an approach to continuous improvement which provides a helpful insight.

Supports: OCR Level 3 Diploma in Management

              Unit 5, Principles of business

Cost: Part of this resource is available for free. Full access requires registering for a monthly fee.

Format: Website

    http://www.mindtools.com/pages/article/newSTR_97.htm

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See how benchmarkindex® can improve performance...

A useful video to explain benchmarking as a management tool for improving performance.

Supports:	OCR Level 3 Diploma in Management
	Unit 5, Principles of business
Cost:	Free
Format:	Video
	http://www.benchmarkindex.com/improving-business-performance.htm

If you know of any resources that you think should appear here, or if you identify broken links please let us know. We would also like to hear from you with your feedback about your use of any of the resources listed here. Please contact us at
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