

Title	Principles of people management	
Skills CFA Reference	M&L 24	
Level	3	
Credit Value	6	
GLH	34	
Unit Reference No.	R/506/1937	
Learning Outcomes		Assessment Criteria
The learner will:		The learner can:
1. Understand the principles of workforce management		<ul style="list-style-type: none"> 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
2. Understand equality of opportunity, diversity and inclusion		<ul style="list-style-type: none"> 2.1 Explain an organisation's responsibilities and liabilities under equality legislation 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		<ul style="list-style-type: none"> 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

	<p>3.5 Explain the importance of communicating targets and objectives to a team</p> <p>3.6 Examine theories of team development</p> <p>3.7 Explain common causes of conflict within a team</p> <p>3.8 Explain techniques to manage conflict within a team</p>
4. Understand performance management	<p>4.1 Identify the characteristics of an effective performance management system</p> <p>4.2 Explain the uses of specific, measurable, achievable, realistic and time-bound (SMART) objectives and priorities</p> <p>4.3 Describe best practice in conducting appraisals</p> <p>4.4 Explain the factors to be taken into account when managing people's wellbeing and performance</p> <p>4.5 Explain the importance of following disciplinary and grievance processes</p>
5. Understand training and development	<p>5.1 Explain the benefits of employee development</p> <p>5.2 Explain the advantages and limitations of different types of training and development methods</p> <p>5.3 Explain the role of targets, objectives and feedback in employee development</p> <p>5.4 Explain how personal development plans support the training and development of individuals</p> <p>5.5 Explain how to make use of planned and unplanned learning opportunities to meet individuals' preferred learning styles</p> <p>5.6 Explain how to support individuals' learning and development</p>
6. Understand reward and recognition	<p>6.1 Describe the components of 'total reward'</p> <p>6.2 Analyse the relationship between motivation and reward</p> <p>6.3 Explain different types of pay structures</p> <p>6.4 Explain the risks involved in the management of reward schemes</p>