



Managing Agile Organisations and People

Unit Type: Mandatory

Level: 5

Credits: 20

GLH: 70

Assessment Method: Assignment

Modern organisations operate in an increasingly volatile, uncertain, complex, and ambiguous (VUCA) environment. Changes and shifts in the wider external environment are no longer limited to either specific industries or by geographical boundaries, but both directly and indirectly impact on all organisations across the globe. Succeeding in this increasingly complex and integrated global environment requires organisations to be agile in order to respond quickly, flexibly and appropriately. This poses challenges for the modern manager: How can organisations plan and anticipate the future when this is often uncertain? How can organisations best balance the need for clear communication with increasing levels of ambiguity? How can internal resources be deployed most effectively whilst maintaining commitment and engagement levels? And finally, how does this impact on the professional development of managers?

This unit will explore the traditional nature and form of organisations and how the external environment has led to the emergence of new organisational forms and ways of working. The implications of this on the role and scope of management will be considered drawing out the professional implications for those aspiring to a career in management. A range of contemporary working practices will be considered, examining the risks and benefits associated with these leading to an understanding of how these can best be deployed. This unit will also consider the people performance link, developing an understanding of the contribution that the right person, in the right place at the right time makes in helping ensure sustainable organisational success.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Analyse the impact of the internal context and external trends on management practices and approaches (Weighting 25%)	1.1 Assess the changing nature of organisations and assess the impact this has on management practice 1.2 Analyse the impact of vision, values, culture, and structure both on the organisation and on management practice 1.3 Demonstrate how the role of a manager has evolved in light of the changing external environment in order to assess the contribution management makes 1.4 Compare and contrast a range of management approaches in order to assess their suitability for specific contexts
2. Evaluate the applicability of contemporary management practices in both a specific and wider organisational setting (Weighting 25%)	2.1 Analyse the concept of organisational agility and its contribution to sustainable organisational success 2.2 Analyse contemporary management practices in the context of changing organisational forms and structures 2.3 Assess the impact of contemporary management practices techniques on organisational behaviour and management practice
3. Assess the links between effective people management and organisational achievement (Weighting 25%)	3.1 Demonstrate the people performance link and the contribution this makes to an agile organisation 3.2 Evaluate the importance of, and key principles underpinning, effective human resource planning including selection, evaluation, and development of employees 3.3 Assess how communication and interpersonal relations impact on organisational performance 3.4 Discuss methods of motivating others for high performance
4. Assess personal capability to manage agile organisations and people, and develop a justified personal development plan as a result (Weighting 25%)	4.1 Assess the role of continual professional development (CPD) in achieving personal and organisational objectives 4.2 Recommend a plan for personal development based on an analysis of needs 4.3 Justify approaches to meet personal development needs 4.4 Evaluate the impact of CPD at both an individual, professional, and organisational level

Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills, and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills, and attitudes that you will develop through this unit:



Element of learning

Key capabilities developed

Element 1 - The changing nature of organisations

Ability to conduct an analysis of both the internal and external environmental context
Ability to present reasoned arguments in favour of adopting specific strategies
Analysis, judgement, commercial awareness

Element 2 - Modern management practice and principles

Ability to present arguments in favour of changing practices
Ability to draft a clear statement of values at team level
Analysis, judgement, communication, values, managing teams

Element 3 - The people performance link

Appreciation of the need for communication and good working relationships
Ability to select appropriate methods and media when communicating
Ability to work within internal and regulatory practices when selecting, developing and evaluating staff
Ability to facilitate staff development and performance
Communication, teamwork, performance management, developing team members, people management

Element 4 - Personal development as a manager

Ability to take personal responsibility for ongoing personal development as a manager
Ability to reflect on current practice, skills, and behaviours, and the impact of these in the workplace
Ability to develop a justified and meaningful personal development plan (PDP)
Ability to reflect on learning
Personal responsibility, people management, reflection, self-development, planning

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

The nature and form of organisations varies widely. Internal factors such as ownership, business strategy, and size each play a part in defining the shape and focus of an organisation. In turn this impacts upon the expectations and responsibilities placed on individual managers. Whilst trends in the external environment impact on organisations differently, increased globalisation and digitalisation have led to increasing competition resulting in a growing need for managers to be aware of external practices and approaches and to adopt a best fit approach.

You should take into account the following when preparing for your summative assessment:

- The structure, culture, size, vision, and mission of the organisation you are working for or basing your assessment on
- The local culture and how this impacts on employee and stakeholder expectations of a manager
- Availability of resources
- Feasibility and suitability of practices within your specific setting



Indicative Content

1. Analyse the impact of the internal context and external trends on management practices and approaches (Weighting 25%)

1.1 Assess the changing nature of organisations and assess the impact this has on management practice

- Use of environmental analysis tools: PESTLE, SWOT, Porter's (1998) competitive analysis model, Kaplan and Norton (1993) Balanced Scorecard
- Defining the organisation: organisation theory including positivist, symbolic interpretivist and postmodernist views, rise in strategic alliances, partnerships, and outsourcing
- Impact of increased competition, globalisation, technology, and digitalisation
- Organisational responses including ethical decision-making, corporate social responsibility (CSR), managing non-standard work, and relationship and stakeholder management

1.2 Analyse the impact of vision, values, culture, and structure both on the organisation and on management practice

- Vision, mission, and values: contribution to organisational success, developing and cascading statements, challenges of working within a values framework
- Culture: typologies (Handy (1985), Cooke's (1987) cultural classifications, Hofstede's (1981) cultural dimensions and Schein's (1997) organisational culture model; cultural change and the role of the manager
- Structure: Organisation structural forms - mechanistic vs organic structures, bureaucracy, geographic, territory or divisionalised forms, strategic business units, contemporary structures including virtual, networked, postmodern and matrix forms
- Increasing needs for flexibility: downsizing, restructuring
- Intrapreneurship
- The rise of MNO/TNOs (Perlmutter (1969) EPG model and the updated EPRG model of transnational management)

1.3 Demonstrate how the role of a manager has evolved in light of the changing external environment in order to assess the contribution management makes

- Changing views on management practice: historical (POLC framework), classical and scientific (Taylor (1947), Fayol (1949), Weber (1947)), behavioural, contemporary (human relations school, system and contingency)
- Managing strategically
- Entrepreneurial management

1.4 Compare and contrast a range of management approaches in order to assess their suitability for specific contexts

- Differences between management and leadership
- Traditional and emerging leadership styles
- Hersey and Blanchard (1969) Life cycle model of leadership



2. Evaluate the applicability of contemporary management practices in both a specific and wider organisational setting (Weighting 25%)

2.1 Analyse the concept of organisational agility and its contribution to sustainable organisational success

- Forms of agility (time, location, role, source)
- Forms of resilience (strategic, portfolio, operational, individual)
- Features and characteristics of organisational agility and resilience
- Application of forms of agility in differing contexts: sector (public, private, third sector) and size (micro, SME, National, MNO)

2.2 Analyse contemporary management practices in the context of changing organisational forms and structures

- Contemporary management practices: lean and agile working, Total Quality Management, Just in Time (JIT), Kaizen
- Supply and value chain management

2.3 Assess the impact of contemporary management practices techniques on organisational behaviour and management practice

- Managing the agile workforce, environment and culture – Smart working and empowerment
- Competing values framework (Quinn and Rohrbaugh, 1983)
- Leading and supporting change

3. Assess the links between effective people management and organisational achievement (Weighting 25%)

3.1 Demonstrate the people performance link and the contribution this makes to an agile organisation

- Evidence of a link between people and organisational performance: Gallup studies, Black Box Studies (Purcell), Bundles of practice (Pfeffer), implications for management practice
- Engagement as a driver of performance
- Resource based view of the organisation (Barney)

3.2 Evaluate the importance of, and key principles underpinning, effective human resource planning including selection, evaluation and development of employees

- Human resource planning
- Recruitment or employee resourcing
- Selection: fairness, objectivity and legal requirements, policies and processes, effective on-boarding
- Performance evaluation: formal and informal evaluation methods, contribution of performance review, identifying poor performance, supporting performance issues, managing the high performer
- Development: The learning cycle, meeting development needs, 70:20:10 model (Lombardo and Eichinger, 1996)

3.3 Assess how communication and interpersonal relations impact on organisational performance

- Principles of effective communication: Shannon Weaver model (1963), communication process, feedback
- Communication channels (formal and informal) and media
- Barriers to effective communication including cultural and organisational
- Building and maintaining trust and respect
- The impact of power on working relationships (Raven and French 5 power bases (1959))



3.4 Discuss methods of motivating others for high performance

- Motivation: sources of (intrinsic vs extrinsic), influence of personal values and beliefs on approach to work, motivational theories: content (Maslow (1960), Herzberg (1966), McClelland (1961)) vs process (Adam's 1961 equity and Vroom's 1964 expectancy)
- Job design and enrichment: Hackman and Oldham's (1976) Job Characteristics model, empowerment, Locke and Latham's Goal setting (Locke)
- Engagement, commitment and involvement: definitions, differences between, fostering

4. Assess personal capability to manage agile organisations and people, and develop a justified personal development plan as a result (Weighting 25%)

4.1 Assess the role of continual professional development (CPD) in achieving personal and organisational objectives

- CPD principles: processes including CPD cycle, Kolb's (1975) experiential learning model, Honey and Mumford's (1997) learning cycle; differences between organisational, personal work, and personal development goals; responsibilities: personal responsibility vs management responsibility to develop employees
- Rationale for CPD: development, continual improvement and career management outcomes, alignment with organisational needs, future proofing
- Benefits of CPD for both individuals and organisations: learning organisation concept, knowledge management, tangible vs intangible outcomes, lifelong learning
- CPD as a driver of organisational growth and sustainable success

4.2 Recommend a plan for personal development based on an analysis of needs

- Methods of self-assessment / skills analysis, limitations of self-appraisal, reliable sources of feedback and role of 360-degree feedback, use of SWOT as a tool for personal development planning
- The role of competencies/professional frameworks, benchmarking
- Features of effective personal development plans, SMART objectives, success criteria

4.3. Justify approaches to meet personal development needs

- Circular nature of CPD: CPD cycle (plan, do, review approach) and link with organisational objective setting
- Types of development activities: work based learning activities (shadowing, mentoring, coaching, projects, secondments), self-directed learning, external sources of CPD
- Maximising the impact of personal learning style preferences (Honey and Mumford 1997)
- Making the case for personal CPD: expressing the outcomes and benefits, cost benefit analysis

4.4 Evaluate the impact of CPD at both an individual, professional, and organisational level

- Monitoring CPD: process, principles and contribution of effective reflection, models of reflection, CPD records, links with performance review
- Barriers and challenges to effective CPD, sustaining motivation, taking remedial action if required
- Evaluation of CPD, Kirkpatrick's (1994) impact evaluation model
- Evaluation of contribution to organisational success