

Managing People

Credit Value: 1.0

AIMS

GENERAL AIM

To provide the student with extensive, detailed and critical knowledge required to manage both themselves and their team within the financial services environment.

SPECIFIC AIMS

1. To provide an insight in to the development of the role of the manager in organisations up to the present day.
2. To give an insight into how a manager can maximise the performance of his/her team.
3. To develop an ability to apply knowledge and understanding of business and management by critical analysis, evaluation and synthesis of complex issues.
4. To create a range of skills, techniques and practices in financial services management at a professional level.

CONTENT

1. MANAGEMENT AND ITS ROLE IN THE ORGANISATION

- Definitions of management and leadership
- The functions and roles of management
- The role of management in the organisation

2. THE ROLE OF THE MANAGER THROUGH HISTORY

- The history of management writing
- The classical school
- The human relations school
- The systems school
- The contingency school

3. COMMUNICATION

- Definition of communication
- How we communicate
- Barriers to communication and how to overcome them

4. MEETING MANAGEMENT

- The importance of meetings
- Guidelines for effective meetings

5. DELEGATION

- Definition of delegation
- The advantages of delegation
- What can/cannot be delegated
- The delegation process

6. TIME MANAGEMENT

- The importance of work/life balance
- Time management techniques

7. DECISION MAKING AND PROBLEM SOLVING

- The levels of decision making
- The decision making process

8. STRESS MANAGEMENT

- The difference between stress and pressure
- Definition of stress
- Sources of stress
- Dealing with stress and recognising stress in others

9. LEADERSHIP

- Recap on definition of leadership
- Stages of team development
- Leadership styles
- Effective teamworking

10. MOTIVATION

- Approaches to motivation

11. PERFORMANCE MANAGEMENT

- Appraisal systems
- Objective setting
- Development planning
- Reviewing and appraising performance
- Dealing with difficult situations
- Communicating within performance management

12. RECRUITMENT AND SELECTION

- The recruitment and selection processes
- Competency based selection

13. TRAINING AND COACHING

- The learning cycle and learning styles
- The advantages of coaching
- The coaching process

14. FORMAL MANAGEMENT PROCEDURES

- The grievance procedure
- The disciplinary procedure
- Procedures to improve performance
- Attendance management procedures
- Counselling