


MANUFACTURING AND LEADERSHIP- LEARNING OUTCOMES



Business Planning

 Week 1

 6 hrs

- Explain the purpose and key components of a business plan.
- Analyse how strategic goals influence operational business planning.
- Prepare a draft business plan for a department or function aligned with organisational objectives.
- Evaluate how external factors (PESTLE) affect business planning decisions.
- Justify proposed business improvements using SMART objectives and performance indicators.



Resource Planning

 Week 2


 6 hrs

- Identify the types of resources required to achieve team and organisational objectives
- Create a basic resource plan that aligns with workload forecasts and staffing capacity.
- Analyse the impact of under-resourcing and over-resourcing on operational performance.
- Demonstrate how to monitor and adjust resource allocation to meet changing priorities.
- Evaluate the effectiveness of a resource planning model in improving efficiency.



Cash Flow Management

 Week 3

 6 hrs

- Explain the purpose and importance of managing cash flow in an organisation.
- Interpret a cash flow forecast and identify areas of financial risk or opportunity.
- Construct a basic cash flow forecast using projected income and expenditure data.
- Recommend corrective actions to address shortfalls in projected cash flow.
- Assess the impact of delayed payments and poor forecasting on business continuity.



Project Management

 Week 4


 6 hrs

- Define what constitutes a project and its distinguishing features.
- Identify and coordinate the key moving parts involved in managing a project.
- Use a range of project management tools to monitor, control, and report on project progress.
- Assess and respond to risks and issues that arise throughout a project lifecycle.
- Create a project plan using RACI charts and other planning methodologies.



Change Management

 Week 5

 6 hrs

- Define change management and explain its relevance to organisational development.
- Describe effective methods for planning, implementing, and sustaining change.
- Identify roles and responsibilities involved in successful change initiatives.
- Understand how communication influences engagement and adoption during change.
- Apply creativity, innovation, and risk assessment techniques when managing change.



Problem Solving

 Week 6

 6 hrs

- Explain the role of decision-making as a key self-management skill in the workplace.
- Describe the philosophies and principles that underpin effective problem-solving.
- Analyse the potential costs and risks associated with undetected or unresolved problems.
- Use recognised tools and techniques to identify and define workplace problems.
- Apply practical problem-solving approaches (PPS) to resolve issues and support continuous improvement.

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Supply Chain

 Week 7  6 hrs

- Describe the key components of a supply chain and their interdependencies.
- Analyse how supply chain performance affects organisational success.
- Identify strategies for managing supplier relationships and improving collaboration.
- Evaluate the impact of global, economic or environmental issues on supply chain continuity.
- Demonstrate how to use basic data tools (e.g., stock levels, lead times) to manage supply chain risks.





Non-Conformance and Continuous Improvement

 Week 8  6 hrs

- Define non-conformance and explain its significance in quality management systems.
- Identify common causes of non-conformance in workplace processes.
- Apply problem-solving tools (e.g., 5 Whys, Ishikawa Diagram) to investigate a non-conformance.
- Propose continuous improvement actions using PDCA or Kaizen methodology.
- Assess the effectiveness of implemented changes on process performance.



Risk Management & Core Processes

 Week 9  6 hrs

- Explain the concept of core processes and their importance within an organisation's operations.
- Identify common operational risks and describe how these risks can affect key business processes.
- Apply a structured risk assessment process to evaluate risks within a core operational function.
- Develop a mitigation plan for a medium-level risk, incorporating proactive and reactive measures.
- Monitor and review the effectiveness of a selected core process, making recommendations for improvement based on risk factors and performance data.




Conflict and Crisis Management

 Week 10  6 hrs

- Describe common causes of workplace conflict and how they affect team dynamics.
- Apply conflict resolution techniques (e.g., mediation, negotiation) to a case study.
- Differentiate between conflict and crisis, and explain appropriate responses to each.
- Develop a plan to manage a workplace crisis, including roles, communication, and contingency actions.
- Reflect on the leadership behaviours required to manage conflict or crisis effectively.




Effective Communication

 Week 11  6 hrs

- Recognise different communication styles and their impact on workplace interactions.
- Apply effective verbal and non-verbal communication techniques in a range of scenarios.
- Present clear and structured messages to colleagues, stakeholders, and wider audiences.
- Use appropriate digital tools and platforms to communicate effectively.
- Identify and apply strategies to overcome communication barriers and manage conflict constructively.



Motivation

 Week 12  6 hrs

- Explain key motivation theories (e.g., Maslow, Herzberg) and how they apply in the workplace.
- Assess how motivation levels impact individual and team performance.
- Identify appropriate strategies to motivate a diverse team.
- Demonstrate how feedback and recognition contribute to employee motivation.
- Design a simple motivation plan linked to performance improvement objectives.