



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Welcome back!



Learning outcomes

By the end of the session, you will be able to:

- Explain the purpose and structure of the module.
- Describe key responsibilities of people managers.
- Identify skills required for effective management.
- Discuss the impact of management practice on organisational performance.



Module Introduction

Managing People and
Teams

10-week term, up to and
including week
commencing 09/11/26.

9am-9.30am or 4.30pm-
5pm will be reserved for
121 support/questions
each week. Please book in
advance with your lecturer.

There will be additional
resources added to
Moodle/Teams throughout
the term for you to view in
your own time.

Assessment 1 – Role play
in class w/c 19/10/26.

Assessment 2 - In-class set
exercise based on a pre-
released case study w/c
02/11/26.

Reminder - Student Support Services

- Support with academic writing
- Study skills
- Counselling services
- Extenuating Circumstances
- Full details on the Hwb
- hwb@uwtsd.ac.uk

Any issues – you are welcome to contact me in the first instance.

Reminder – Student conduct

- Student Charter and Code of Conduct
- [Student Charter | UWTSD](#)
- [UWTSD Strategic Equality Plan Update – Sept 2021 – YouTube](#)
- Use of AI in assessments



Expectations



Attend lectures on time every week.



Notify me if you are unable to attend or running late.



Reach out for support if you need it.



Ask questions if you are unsure (after the lecture if you would prefer).

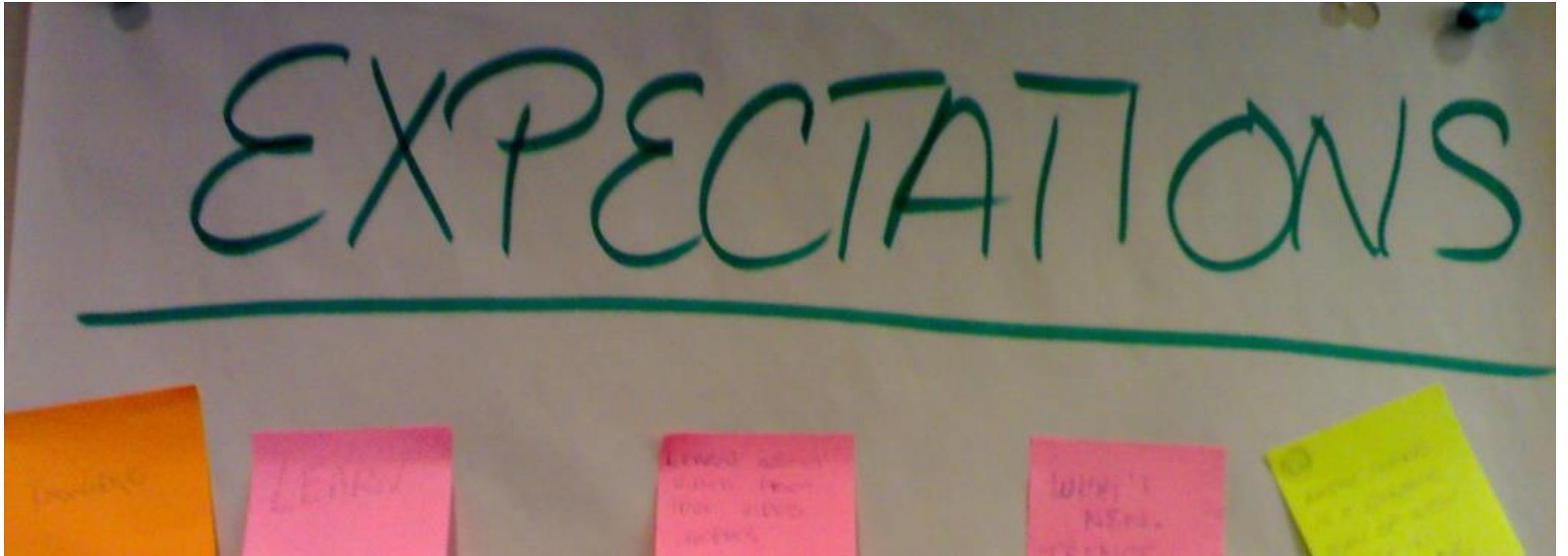


Act with integrity. What does this mean?



Reference your work accordingly.

Group work





Module aim

To introduce students to the principles of effective teamwork, communication, and leadership, and to develop the confidence and competence required to contribute positively, ethically, and inclusively within contemporary business teams and organisational settings.



Learning outcomes

Upon the successful completion of this module, you should be able to:

explain key theories and concepts relating to individual behaviour, teamwork, communication, and leadership within business and organisational contexts;

apply models of effective teamwork, communication, and leadership to real-world or simulated business scenarios in order to support decision-making and team performance;

demonstrate the ability to collaborate, communicate, and contribute ethically and inclusively within diverse teams and professional environments.

What is a People Manager?

A people manager is someone who has responsibility for directing, supporting and developing the work of others to achieve organisational objectives.

Setting
expectations

Communicating
objectives

Supporting
employees

Monitoring
performance

Providing
feedback

Developing
team members

Question

In pairs or small groups, discuss the best manager you have worked for and a manager whose approach was less effective for you.

As you discuss, consider:

- What specific behaviours made the manager effective or ineffective?
- How did those behaviours affect motivation, performance, and wellbeing?
- What lessons can be applied to your own management practice?



Management Myths?

Vote agree or disagree with each of these statements:

- Managers are born, not made.
- The best employee becomes the best manager.
- Managers need to have all the answers.
- Employees only care about pay.



Key Responsibilities of People Managers



**Performance
Management**



Communication



**Recruitment and
Selection**



**Training and
Development**



**Employee
Wellbeing**



**Team
Leadership**

Why are they important?

People managers influence:



Employee
engagement



Job
satisfaction



Organisational
culture



Employee
retention



Team
performance



Wellbeing

Think about the managers discussed earlier. Which of these areas did they influence most?

Recent Research

- Randstad Employer Brand Research (2026) identified people managers as core facilitators of workplace culture, retention, and employee well-being who must pivot from micromanagement to empathetic, people-first leadership.
- CIPD Good Work Index (2026) found that employees rating their manager poorly reported only 38% job satisfaction, 21% employer advocacy, 33% willingness to work harder, 46% innovation, and a 45% likelihood of staying. Employees rating their manager highly reported 89% job satisfaction, 81% employer advocacy, 65% discretionary effort, 75% innovation, and a 73% likelihood of staying.

Break



Google Case Study

Read the case study then answer the following questions in pairs or groups:

- **Why do teams with effective managers often perform better than teams with ineffective managers?**
- **How can people managers influence employee motivation and well-being?**
- **Which of Google's eight manager behaviours do you think has the biggest impact on employees, and why?**

What makes a manager great? (Gallup, 2026)



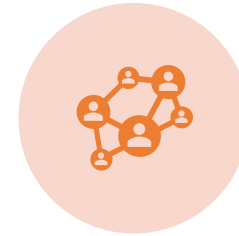
MOTIVATION



ASSERTIVENESS



ACCOUNTABILITY



RELATIONSHIPS



DECISIONS

How management-ready are you?

Skill	Score (1-5)
Motivating others	
Communication	
Building relationships	
Making decisions	
Taking responsibility	
Dealing with conflict	
Teamworking	
Adaptability	

Different perspectives

- Richard Branson's employee-first leadership philosophy: "Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients."
- "People are not your most important asset. The right people are" (Collins, 2001)
- "Management is doing things right, leadership is doing the right things" (Drucker, 2001)

What do we mean by the 'right people'?

- People who not only have the necessary skills and knowledge, but also demonstrate the attitudes, behaviours and values needed to contribute positively to the team and organisation.
- What examples come to mind?



What do we mean by doing the 'right thing'?

- Making ethical decisions
- Supporting organisational goals
- Considering the impact on employees
- Balancing performance and wellbeing
- Leading by example

Taking this into consideration, are people managers also leaders?

Break



Group debate



Debate topics

- People leave managers not organisations.
- A good manager can make up for a bad organisation.
- Managers should prioritise employee wellbeing over business performance.
- The best managers treat everyone differently.
- Employees perform better when managers give them more freedom.
- Being a good employee does not mean you will be a good manager.

Recap

quiz?



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Looking back and learning



Each week, review the effects and learn from this experience.



Emphasis should be on the first step to understanding ourselves and the people around us than immediate solutions to problems and situations



Try to look at yourself and how you interact with people this week



See if you notice anything different



Take notes each week to help with your assessments

Any questions?



Reference list

- Armstrong, M. (2025) *How to manage people: fast, effective management skills that really get results*. Sixth edition. KoganPage.
- CIPD (2023) *Effective People Managers: An Evidence Review*. Available at: <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/evidence-reviews/2023-pdfs/8424-effective-people-managers-practice-summary.pdf> (Accessed: 31 August 2026)
- Clemo, F. (2026) (2026) *Most employees say becoming a manager is not appealing, survey reveals*. *People Management*. Available at: <https://www.peoplemanagement.co.uk/article/1957879/employees-say-becoming-manager-not-appealing-survey-reveals> (Accessed: 31 August 2026).
- Collins, J. (2001). *Good to Great: Why Some Companies Make the Leap... and Others Don't*. HarperBusiness
- Drucker, P. F. (2001). *The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings*. HarperBusiness.
- Randstad (2026) *Optimise your manufacturing culture: UK insights from Randstad's rebr report 2026*. Available at: <https://www.randstad.co.uk/market-insights/workforce-management/optimise-operational-culture-key-insights-from-randstad-rebr/> (Accessed: 31 August 2026)