



<b>Unit Title</b>	Leadership and management (H/506/1604)	
<b>Level</b>	4	
<b>Credit Value</b>	8	
<b>Learning Outcomes – the learner will be able to:</b>	<b>Assessment Criteria – the learner can:</b>	
1. Apply management techniques needed to supervise an activity	<ol style="list-style-type: none"> <li>1. set <b>objectives</b> for an activity which relate to the overall objectives of the organisation.</li> <li>2. apply the <b>steps in the planning process</b> to achieve the activity.</li> <li>3. explain the <b>decision making process</b>.</li> <li>4. apply control methods that are appropriate to the objectives previously identified.</li> </ol>	
2. Propose a structure to improve organisational effectiveness for a given activity	<ol style="list-style-type: none"> <li>1. propose an organisation structure that meets the strategic and organisational objectives for the activity.</li> <li>2. explain why the proposed structure was selected from <b>different structures</b>.</li> <li>3. explain authority, responsibility and delegation in relation to the proposed structure.</li> <li>4. explain the relationships between relevant functional areas and how they contribute to organisational effectiveness</li> </ol>	
3. Understand the role of management in developing and promoting team working	<ol style="list-style-type: none"> <li>1. explain different <b>theories of group dynamics</b> and the stages in group development.</li> <li>2. explain <b>differences</b> between a team and a group.</li> <li>3. explain the <b>benefits</b> of team working to organisational effectiveness.</li> <li>4. evaluate different <b>strategies for team building</b>.</li> <li>5. advise on the benefits to management of team working.</li> </ol>	

<b>Additional information about the unit</b>	
<b>Unit purpose and aims</b>	<p>This unit is designed to enable learners to utilise the activities and processes of leadership and management in order to improve organisational effectiveness. The application of these activities and processes in a team situation is also explored.</p> <p>On completion of this unit the learner will, for a given situation, be able to:</p> <ul style="list-style-type: none"> <li>• apply management techniques needed to supervise an activity.</li> <li>• propose a structure to improve organisational effectiveness for a given activity.</li> <li>• advise on the role of management in developing and promoting team working.</li> </ul>
<b>Unit expiry date</b>	31/03/2019



<p><b>Assessment requirements and guidance</b></p>	<p>In the assessment of this unit, the learner must ensure that the evidence that they produce covers the following:</p> <ol style="list-style-type: none"><li><b>Objectives</b> must:<ol style="list-style-type: none"><li>be SMART (Specific, Measurable, Achievable, Realistic and Time-bound)</li><li>include reference to the strategic objectives (i.e. mission) of the activity</li><li>include primary and secondary objectives.</li></ol></li><li>The <b>steps in the planning process</b> must include:<ol style="list-style-type: none"><li>setting objectives</li><li>assessment of position</li><li>generation of alternatives</li><li>analysis and selection of options</li><li>implementation</li><li>evaluation.</li></ol></li><li>The explanation of the <b>decision making process</b> must include the main steps in the decision making process, and must cover:<ol style="list-style-type: none"><li>strategic, operational and tactical decisions</li><li>routine decisions</li><li>non-routine decisions.</li></ol></li><li>The <b>different structures</b> discussed may include:<ol style="list-style-type: none"><li>functional</li><li>product</li><li>geographic</li><li>matrix</li><li>hybrid</li><li>network</li><li>flat</li><li>boundary less.</li></ol>The learner's explanation of why they have selected their proposed structure from different structures must cover <u>four</u> of the different structures listed above.</li><li><b>Theories of group dynamics</b> must include an explanation of Tuckman's model of group development and <u>at least two</u> other theories of or approaches to group dynamics.</li><li>The learner must explain <u>at least three</u> differences between a team and a group.</li><li>The learner must explain at least three benefits of team working to organisational effectiveness.</li><li>The learner's evaluation of <b>strategies for team building</b> must include the use of:</li></ol>
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	<ul style="list-style-type: none"><li>(a) team roles</li><li>(b) motivational strategies</li><li>(c) leadership strategies in team building and development.</li></ul> <p>The assessment of this unit will be via a combination of centre-devised tests and assignments, and will be conducted in supervised conditions. The assessment strategy for the unit has been agreed with industry stakeholders.</p>
<b>Location of the unit within the subject/sector classification system</b>	4.1 Engineering
<b>Name of the organisation submitting the unit</b>	CABWI Awarding Body
<b>Availability for use</b>	Shared
<b>Unit guided learning hours</b>	32