Unit Title:	**Principles of Management and Leadership**
OCR unit number:	1
Sector unit number:	15.3 Business Management
Level:	5
Credit value:	10
Guided learning hours:	60
Unit reference number:	R/602/1366

Unit aim and purpose

This unit aims to help learners to differentiate between management functions and leadership skills and understand the relationship between the two. Learners will be introduced to well-known management and leadership theories and helped to understand the different styles and approaches which can be adopted in different situations. They will also be asked to analyse a real business organisation, identify the management and leadership skills required and plan for the development of these.

Learning Outcomes	Assessment Criteria	Teaching Content
The Learner will: 1 Understand the link between management and leadership	**The Learner can:** 1.1 explain the relationship between management and leadership 1.2 analyse how management and leadership style impacts on the achievement of organisational objectives	This may include: • the role of business leaders and what is expected of them • how to differentiate between management functions and leadership skills • typical management 'functions' such as budget control, financial reporting, health and safety, recruitment, etc. • reporting structures, authorities and accountabilities • key performance indicators and measures
2 Understand the skills and styles of management and leadership	2.1 explain the personal and professional skills required for effective management 2.2 compare the skills and styles of successful leaders 2.3 assess the expected impact of own leadership styles on work groups	This may include: • what is meant by effective management and how this can be different in different situations • the 'skills' associated with leadership, such as motivation, demonstrating vision and values, influencing abilities, consistent decision making, communicating information, etc. • an awareness of contrasting business leaders and how to evaluate their effectiveness • self-assessment tools and techniques • where to access person and job specifications • how to access and evaluate feedback

Learning Outcomes	Assessment Criteria	Teaching Content
3 Be able to apply theory in an organisational context	3.1 select appropriate theories of management and leadership to identify management and leadership requirements in given situations 3.2 report on the usefulness of using theories for gaining insights into leadership requirements in given situations	This may include: • management theories such as the concept of emotional intelligence, Theory X and Theory Y, Goleman's Leadership Styles, etc. • contrasting management and leadership styles such as 'autocratic' versus 'democratic' and theories such as Tannenbaum and Schmidt's Leadership Continuum • how to apply management theories to specific, real situations
4 Be able to plan for the development of leadership and management skills	4.1 use appropriate methods to assess the skills needed by a leader in a given situation 4.2 plan the development of management and leadership skills for a given job role 4.3 make justified evaluations of the management and leadership development methods selected	This may include: • business analysis techniques • the factors which determine the most appropriate leadership style, such as culture, industry sector, business objectives, history, etc. • job analysis and developing a person specification • assessing current skill levels and gap analysis • learning styles • mentoring, work shadowing and methods of formal training • developing a training programme based on needs and availability of resources

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit the learner must produce a portfolio of evidence which, on request, should be made available to the OCR external verifier for sampling.

Portfolios of work must be independently produced by individual learners and Centres must confirm to OCR that the evidence is authentic. The OCR 'evidence record sheets' (or similar) should be completed and signed by the learner and the assessor to confirm this.

It is a requirement of the Ofqual Common Criteria for all qualifications that proof of authentication is provided.

Evidence requirements

In order to achieve this unit the learner must demonstrate that they have met all of the stated learning outcomes and assessment criteria.

Evidence can be produced either through real work or by means of simulated activities.

Guidance on assessment and evidence requirements

It is recommended that this unit and unit 4 Leadership in your organisation are addressed holistically via a work shadowing experience. If learners are currently employed in a business organisation they could seek permission to shadow one or more senior managers. If learners are not able to do this they could approach local business organisations with a view to identifying a work shadowing opportunity.

Unit 2 Managing communications at work could also be partly addressed through evidence stemming from this work shadowing opportunity.

If the unit is to be taught in a college or other learning environment, tutor/assessors could consider the following examples of how this unit and unit 4 could be achieved and assessed:

Unit 1 Principles of management and leadership, LO1, LO2, LO3
Unit 4 Leadership in your organisation, LO1, LO2, LO3:

Tutor/assessors could provide guided learning in relation to management and leadership theory. Learners could then be given an extensive case study and asked to evaluate this in relation to the various theories (some of which are mentioned in the teaching content, above). Individual interpretation of the case study could form the basis for a facilitated group discussion which could be recorded as a source of evidence for the learners.

Having practised their evaluative skills learners could then be asked to take up the work shadowing opportunity described above. They could be asked to spend a substantial period of time shadowing an experienced manager/leader within a business organisation and write a reflective account of their day to day experiences which would meet the assessment criteria.

Unit 1 Principles of management and leadership, LO2, AC2.3
Unit 4 Leadership in your organisation, LO1:

Having become familiar with their chosen organisation learners could be asked to put themselves in the position of a leader of a work team within the organisation. They could use self-assessment tools to evaluate their own current style of leadership and assess how appropriate this would be for the chosen team. They could then go on to set medium term objectives for the team and ask their mentor to provide feedback on the feasibility of these. If circumstances permit a role play could be set up during which the learner communicates the objectives to the team and gets feedback on the impact of this communication exercise and the objectives themselves. Product evidence could be collected throughout.

Unit 1 Principles of management and leadership, LO4
Unit 4 Leadership in your organisation, LO3:

These learning outcomes could be addressed by writing a report based on the whole of the activities described above. The report could encompass both personal learning and development needs and appropriate ways to address these plus an evaluation of and recommendations for leadership development within the chosen organisation. (This activity may also contribute to unit 3 Personal Development).

If the unit is to be completed through real work, examples of appropriate sources of evidence could include:

- written case studies based on real work experience

- outcomes of research into leadership and management models and theories

- written reports comparing and contrasting leadership styles

- completed self-assessment questionnaires and tools

- job analysis, person specifications and job specifications

- training and development plans

- records of assessor questioning

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	Unit number	Title
Management and Leadership	CFAM&LBA1	Lead your organisation
Management and Leadership	CFAM&LBA2	Provide leadership in your area of responsibility
Management and Leadership	CFAM&LBA3	Lead your team
Management and Leadership	CFAM&LDB1	Build teams

Functional skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills.

Functional Skills Standards					
English		Mathematics		ICT	
Speaking and Listening	✓	Representing		Use ICT systems	
Reading	✓	Analysing		Find and select information	✓
Writing	✓	Interpreting		Develop, present and communicate information	✓

Resources

Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but the learner is not expected to reproduce other people's written work. For example:

GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) Leadership and Management Development. ISBN: 1843982447

MacBeath, J. (ed) (2008) Connecting Leadership and Learning: Principles for Practice ISBN-10: 0415452953
Northouse G., (2009) Leadership: Theory and Practice [Paperback] ISBN-10: 1412974887

Collins, J. Drucker, P and Maciariello, (2009) J A Management ISBN-10: 0007312113

Virtual Leadership Development http://www.dalecarnegie.com/kc/

Leadership Skills you can Learn http://www.what-are-good-leadership-skills.com/

Acas (Advisory, Conciliation and Arbitration Service) http://www.acas.org.uk/

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications' (A850)* on the OCR website www.ocr.org.uk.