Unit Title:	**Principles of leadership and management**
OCR unit number:	3
Level:	3
Credit value:	8
Guided learning hours:	50
Unit reference number:	F/506/2596

Unit aim and purpose

This unit aims to develop knowledge and understanding regarding leadership and management and introduces learners to the associated key principles. Upon completion of this unit, learners will have an understanding of the principles of effective decision making, leadership styles and models and performance management. Learners will also have an understanding of the role, functions and processes of management.

Learning Outcomes	Assessment Criteria	Additional Guidance
The Learner will: 1 Understand the principles of effective decision making	**The Learner can:** 1.1 Explain the importance of defining the objectives, scope and success criteria of the decisions to be taken 1.2 Assess the importance of analysing the **potential impact** of decision making 1.3 Explain the importance of obtaining sufficient valid information to enable effective decision making 1.4 Explain the importance of aligning decisions with business objectives, values and policies 1.5 Explain how to validate information used in the decision making process 1.6 Explain how to address issues that hamper the achievement of targets and quality standards	**Potential impact** may include: • Teams • Individuals • Suppliers • Stakeholders • Managers • Environment
2 Understand leadership styles and models	2.1 Explain the difference in the influence of managers and leaders on their teams 2.2 Evaluate the suitability and impact of different **leadership styles** in different contexts	**Leadership styles** may include: • Autocratic • Laissez-faire • Situational leadership • Transformational leadership

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Learning Outcomes	Assessment Criteria	Additional Guidance
	2.3 Analyse theories and models of motivation and their application in the workplace	• Transactional leadership • Charismatic • Servant leader
3 Understand the role, functions and processes of management	3.1 Analyse a manager's responsibilities for planning, coordinating and controlling work 3.2 Explain how managers ensure that team objectives are met 3.3 Explain how a manager's role contributes to the achievement of an organisation's vision, mission and objectives 3.4 Analyse theories and **models of management** 3.5 Explain how the application of management theories guide a manager's actions 3.6 Explain the operational constraints imposed by budgets	**Models of management** may include: • Classical e.g Fayol, Tayler, Webber • Human relations e.g. Mayo or Schein • Neo human approaches e.g. Maslow, Mcgregor, Likert and Argyris • Strategic eg Porter's Five Forces, The Value Chaine, • Tactical eg 7-S Framework, Six Sigma • Operational eg Mintzberg's management roles, Value stream mapping
4 Understand performance measurement	4.1 Explain the relationship between business objectives and performance measures 4.2 Explain the features of a performance measurement system 4.3 Explain how to set key performance indicators (KPIs) 4.4 Explain the tools, processes and timetable for monitoring and reporting on business performance 4.5 Explain the use of management accounts and management information systems in performance management 4.6 Explain the distinction between outcomes and outputs	

Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

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Guidance on assessment

N/A

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 & Leadership (2012) National Occupational Standards	CFAM&LBA2 CFAM&LDB4	• Provide leadership in your area of responsibility • Manage people's performance at work

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 .