RAF OTA (RAF Officer Training Academy) MST (Modularised Staff Training)

Completion Pack November 2021
Version 1

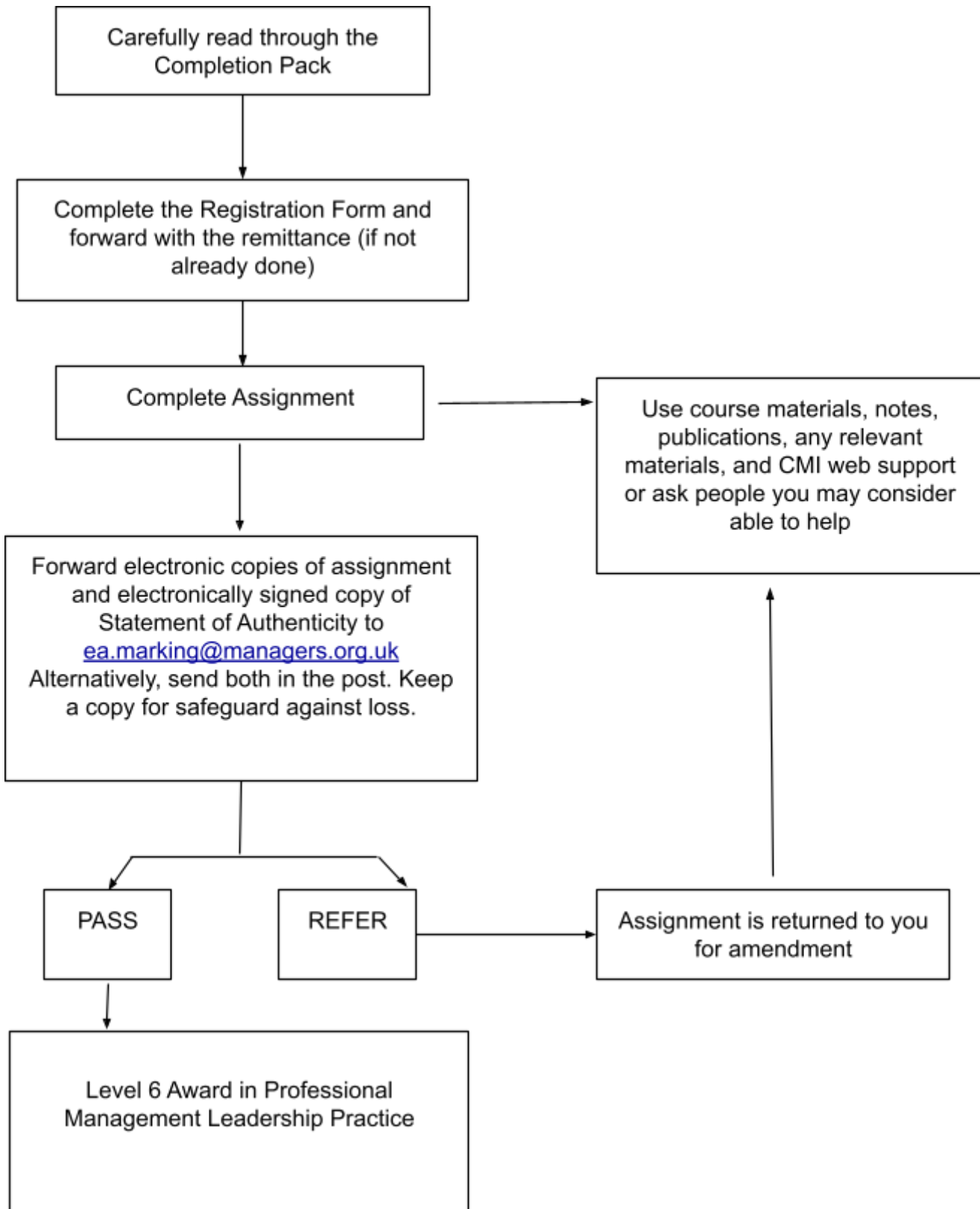BLANK PAGE

(INSIDE COVER)

CONTENTS

Carefully read through the Completion Pack

Complete the Registration Form and forward with the remittance (if not already done)

Complete Assignment

Use course materials, notes, publications, any relevant materials, and CMI web support or ask people you may consider able to help

Forward electronic copies of assignment and electronically signed copy of Statement of Authenticity to ea.marking@managers.org.uk Alternatively, send both in the post. Keep a copy for safeguard against loss.

PASS

REFER

Assignment is returned to you for amendment

Level 6 Award in Professional Management Leadership Practice

INTRODUCTION

The Chartered Management Institute (CMI) has undertaken detailed mapping of your course with a view to recognising them against regulated professional qualifications. CMI has fully recognised that your course meets some of the requirements for the CMI Level 6 Award in Professional Management and Leadership.

● The CMI Level 6 Award in Professional Management and Leadership can be achieved by completing and submitting the following assignment (602,) that meet the required total 50 TQT.

To acquire the CMI Level 6 Award in Professional Management and Leadership, you must complete and submit three of the following assignments (602 comprising a number of tasks, as contained in this completion pack).

The qualifications are immediately transferable to, and acknowledged by, the civilian business world as a benchmark qualification expected for a team leading management position. The qualifications are commended to all students as an extremely valuable addition to your in-service qualifications.

Note that you have 12 months to submit your external assignments for marking. It is very important that you contact CMI by telephone: +44 (0) 1536 207496 before this time if you are encountering difficulties (see below).

If there is no contact, CMI will default for you to receive the Recognised Status. There are no refunds for lapsed candidates.

SUPPORT FOR GAINING CMI QUALIFICATIONS

This CMI qualification Completion Pack provides you with the support information you need for the External Assignment.

For the duration of your qualification programme you receive complimentary 'Affiliate Membership' of CMI, enabling you to access a wide range of support material on the CMI website and ManagementDirect. If you are already a member you cannot claim a refund of membership fees.

NOTE: If you have not previously registered on the CMI Website you now need to do so using the information contained in your CMI Welcome Letter.

We ask where possible for you to access on personal devices and networks to prevent any issues with MOD security and firewalls.

How do I get started and access my learning resources?
1. Click here to set your password
2. Follow the on-screen instructions
3. Click here to access ManagementDirect
4. Username is the email as registered with CMI

Once logged in to ManagementDirect, use the following steps to access support for:

Unit 602
● Opening Screen - Click on Qualification Support* for Level 6 Award in Professional Management and Leadership
● Next Screen - Click View Qualification
● Next Screen - Scroll to find Unit 602
● Select 'Mapped Resources to Learning Outcomes (LOs)' or Key Resources

Between the LOs there are links to 'View Resources'. By 'clicking' these open you will find comprehensive support for the appropriate LO. Resources include documents, checklists, video clips and recommended reading. Note that there may be some duplication of resource references as the LOs are interrelated.

*If you do not have a link to Qualification Support please contact the team (see below)

Unsure about anything?
Please contact CMI on: +44 (0) 1536 207496 during office hours (0900-1700 hours Monday to Friday), or
mod.qualifications@managers.org.uk

UNIT COMPLETION REQUIREMENTS

You are required to complete unit 602 assignment to obtain the 'standalone' CMI Level 6 Award in Professional Management and Leadership.

Guidance on completing the assignment and submitting your work to CMI are on the following pages. You are also encouraged to submit a reflective statement of no more than 300 words (in addition to the assignment word count) describing the value and knowledge gained from undertaking the assignment. This statement will not be assessed; however it encourages you to review the value and application of your learning.

CMI Level 6 Award in Professional Management and Leadership	Credits	Actions
Unit 602 - Developing, Managing and Leading Individuals and Teams	6	Register and pass additional assignment

QUALIFICATION REGISTRATION

If you have not already done so, you need to register for the qualification. The registration form must be accompanied with a copy of the relevant section of your end of course certificate (i.e. JPA print out), and the requisite remittance (cheque or credit/debit card details). Send this to the CMI at the address shown on the form.

SUBMISSION OF ASSIGNMENTS

Submitting your work for either:

CMI Level 6 Award in Professional Management and Leadership

Once you have completed an assignment, you must forward it, along with a signed copy of the Statement of Authenticity (as a single file with your completed Statement of Authenticity as the first page) by e-mail to ea.marking@managers.org.uk The assignment must not exceed a file size of 5MB. File name should include the following: name, P number, unit and submission number i.e. Assignment Blogs_P123456_Unit_number_submission number.

You are strongly advised to keep a copy of your assignment to safeguard against loss; your assignment will not be returned to you but will be destroyed by safe and confidential means.

Please note that CMI does offer a paper based assessment service for learners who are unable to provide an electronic copy. Post the assignment along with your signed Statement of Authenticity to:

External Assignments/MOD,
Awarding Body,
Management House,
Cottingham Road,
Corby,
Northamptonshire NN17 1TT.

PASS: If a pass is achieved, the Institute will issue you with your qualification certification and your units / credit certificate along with an offer of graded membership of the Chartered Management Institute. This level of membership may be lower than that offered by the MOD guaranteed membership scheme – you can opt for either.

REFERRAL: If your assignment does not meet the pass standard, it will be returned to you with guidance notes for completion. You must meet the additional requirements before re-submitting the assignment. You will be allowed one further re-submission (i.e. 2 in total).

Following two Referrals for your assignment, a Resubmission Fee of £15 (+ VAT) will be payable to CMI before work is reassessed. For more information please contact ea.marking@managers.org.uk or call 01536 207496 option 1.

ASSESSMENT GUIDANCE FOR LEARNERS

CMI provides a comprehensive external quality assessment service. Currently all units within the Management and Leadership qualifications from Level 2 to 7 have an assignment brief available.

CMI provides a six week service level on all assignments received.

Learners are required to complete all tasks and Assessment Criteria.

ASSESSMENT GUIDANCE

Submission directly to CMI EA Marking

All work must be submitted in a single electronic document (.doc file). The document must be marked with your full name, P number and unit number. Electronic assignments should be sent to ea.marking@managers.org.uk

Please note CMI do offer a paper based assignment service for learners that are unable to provide an electronic copy only. Please post the assignment to External Assignments, Awarding Body, Management House, Cottingham Road, Corby, Northamptonshire, NN17 1TT.

The assignment should be your own work and not direct copies of theories or models. Any models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used, appendices must not be included.

Learners are encouraged to produce a reflective statement of no more than 300 words (which does not count towards the final word count), describing the value and knowledge gained from undertaking this assignment. The reflective statement is not assessed; however it encourages you to review the value and application of your learning.

PLAGIARISM & COLLUSION

In submitting the assignment the learner must complete a statement of authenticity (included in the Completion Pack) confirming that the work submitted for all tasks is their own and does not contravene CMI policies including word count and plagiarism.

Academic offences, including plagiarism and collusion, are treated very seriously. Plagiarism involves presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution. Collusion occurs when two or more learners submit work which is so alike in ideas, content, wording and/or structure that the similarity goes beyond what might have been mere coincidence. Plagiarism and collusion are very serious offences and any learner found to be copying another learner's work or quoting work from another source without recognising and disclosing that source will be penalised.

In submitting their assignment for the unit, and completing the relevant statement of authenticity,

learners are confirming that the work submitted for all tasks is their own and does not contravene the CMI policies including word count, plagiarism and collusion. CMI reserves the right to return assignments if the necessary statements of authenticity have not been completed.

Learners found to be in breach of these regulations will be reported to the relevant CMI contact for deliberation. The learner will be notified in writing of the outcome of the investigation. In the event that a learner is found to have perpetrated malpractice, the learner will be withdrawn from his/her qualification immediately; fees will not be refunded, the relevant Regulatory Body will be informed and membership of the CMI will be withdrawn.

APPENDICES

Appendices should not be included. All use of tables, graphs, diagrams, Gantt charts and flowcharts should be incorporated into the main text of the assignment. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

CONFIDENTIALITY

Where learners are using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion in an assignment. Where confidentiality is an issue, studying members are advised to anonymise their assignment so that it cannot be attributed to that particular organisation.

WORD COUNT POLICY

In total, it is required that your assignment should be between Unit 602 3500-4000 words. Learners must comply with the required word count, within a margin of +10%.These rules exclude the index (if used), headings, information contained within references and bibliographies. When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

Where a learner's work has contravened the word count policy, it will be reviewed by the Marker and Lead Moderator before a final decision is made.

REFERENCING & PROFESSIONALISM

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used. The learner must use an appropriate referencing system to achieve this. Whilst marks are not awarded for the use of English, the learner must express ideas clearly, succinctly, and ensure that appropriate terminology is used to convey accuracy in meaning.

INSTRUCTIONS & INFORMATION FOR LEARNERS

The external assignment is set and assessed by the Chartered Management Institute. It is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking.

You should make sure that you plan your work carefully, to ensure that you cover all the requirements of

the assignment, and complete it within the time limit specified.

Your statements, in answer to the tasks, need to be prefixed with the specific task number and unit title. This will help you keep on track and should ensure you address the details. Work submitted without a task prefix will be returned unmarked. Your statements should not be just a description of workplace activities but should include what you have learned from your programme of study. In other words you need to show how you can relate what you have learned to day-to-day management activities.

You must submit your work as a single electronic word document (.doc file). You should mark the assignment with your name, learner number, the unit number, your Centre name – Britannia Royal Naval College - and a brief description of the context in which the assignment was undertaken. You may include a title page if you wish. You must show a total word count on the front page of your assignment. You are strongly advised to keep a copy of your completed assignment before you submit it for assessment – the copy you submit will not be returned to you. Your assignment may be kept by the CMI for quality assurance purposes. Any assignment not kept for quality assurance will be securely destroyed.

CMI will assess your assignment, and the result will be sent to you, normally within 6 weeks of receipt by the Institute.

If your assignment is assessed as referred, notification will be sent to you with an indication of the areas to be addressed. You may resubmit an assignment on a further two occasions during your period of registration as a CMI learner.

If there is anything in these instructions or in the assignment itself which you do not understand, please seek guidance from CMI by phone on 01536 207496.

UNIT 602

Assignment Brief: Developing, Managing and Leading People

Click here to download the Assignment Brief.

Each task in this assessment brief has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for **CMI 602: Developing, Managing and Leading People**. Each of the assessment criteria must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

- Before you begin the assessment booklet please read the **CMI 602** unit specification thoroughly as only the content related to the achievement of the assessment criteria will be assessed.
- Research the topics being assessed. Suggested reading/web resources are provided on the **CMI 602** unit specification. Your tutor may signpost you to relevant resources. Additionally you may access excellent online resources at ManagementDirect https://members.md.cmi.org.uk Please note that if you have a customised site the link will differ, please contact your Centre for clarification.
- If you are enrolled on the Trailblazer Apprenticeship programme you are encouraged to review the Apprenticeship Standard for the Chartered Manager Degree Apprenticeship.

Completing the assessment booklet

- The assessment booklet contains a series of tasks which are clearly referenced to the relevant assessment criteria and indicative content.
- Refer to the Assessment Guidance table at the end of the assessment booklet which outlines the requirements for a Pass or Refer.
- Evidence must be provided in the main body of the assignment booklet. Additional work based evidence such as plans or documentation (which has been referred to within the main text) should be included at the end of the booklet marked 'Work Based Evidence'. Appendices are not a requirement of this assessment brief. If appendices are included these will not be marked or moderated by the CMI.
- Work based evidence must be accompanied by a supporting statement in the learner evidence box, to explain the link to the assessment criteria. Work based evidence (where required by the task) must not exceed SIX (6) pages. Files embedded in the booklet must not exceed 10MB.
- The assessment booklet must be completed in a professional manner (e.g. applying business conventions for writing formal reports) and by using Microsoft Word, Rich Text Format or another compatible software programme.
- The assessment booklet must be saved as a word document (.doc or .docx) and not in a PDF format.
- An appropriate referencing system (such as Harvard Referencing) must be used to ensure the original source(s) of quotations or models can be verified.
- Finally, you must sign the Learner Authenticity statement (an electronic signature is accepted).

Learner support

For information regarding policies and procedures for assessment (e.g. special assessment arrangements, learner support, appeals, complaints, certification, confidentiality, plagiarism) you should contact your tutor or Centre manager and refer to the CMI Level 6 in Professional Management and Leadership Practice syllabus.

AIM OF THE ASSESSMENT BOOKLET

Being equipped with the knowledge, skills and behaviours to manage and lead in a variety of organisational settings is essential if an individual and their organisation are to succeed.

Assessment brief **CMI 602** has been designed to enable learners to understand the principles for developing, managing and leading individuals and teams. On completion of the unit learners will understand the multi-dimensional factors which influence the way individuals and teams are developed and led. They will examine the role of organisational structures for managing human resources and be given the opportunity to research classic and contemporary approaches to the management and development of individuals and teams. Ultimately this unit will culminate in a critique of the skills required to lead and develop individuals and teams in a manner that not only achieves results but is ethical, fair, empowering and collaborative.

ASSESSMENT TASK AND WORD COUNT

Assessment brief **CMI 602** features the following assessment tasks. Further detail is provided against each assessment task within the brief.

Assessment Task		Learning outcomes covered by assessment method	Assessment criteria	Guideline word count	Assessment Task
1	A **report** entitled: *'The principles for developing, managing and leading individuals and teams.'*	LO1 Understand the principles for developing, managing and leading individuals and teams	1.1 Critically examine the factors which influence the way individuals and teams are developed and led	Approx. 1750 words	
			1.2 Examine how organisational frameworks support the management and development of individuals and teams		
2	A **proposal** entitled: *'Developing, managing and leading individuals and teams to achieve results'*	LO2 Know how to develop, manage and lead individuals and teams to achieve results	2.1 Critically assess approaches to team development	Approx. 2250 words	
			2.2 Evaluate approaches to the management and development of individuals		
			2.3 Critique the skills required to lead and develop individuals and teams to achieve results		

Guideline word count

The written word, however generated and recorded, is still expected to form the majority of assessable work produced by Learners at Level 6. The amount and volume of work for this unit should be broadly comparable to a word count of **3500-4000 words** within a margin of +/-10%. The excessive use of word count is not grounds for referral, however the CMI reserves the right to return work to the Centre for editing and resubmission by the Learner.

The following are excluded from inclusion in word count, if used and not required by the assessment brief an introduction to a job role, organisation or department, index or contents pages, headings and subheadings, diagrams, charts and graphs, reference list or bibliography, reflective statement drawn from undertaking the assignment and how this has impacted on the learner's work.

Please see the CMI Assessment Guidance Policy for further guidance.

THE PRINCIPLES FOR DEVELOPING, MANAGING AND LEADING INDIVIDUALS AND TEAMS

An effective professional manager and leader must have an in-depth understanding of the principles for developing, managing and leading individuals and teams. This assessment task has been developed to enable learners to critically assess approaches to team development. Learners will evaluate approaches to managing and developing individuals and crucially, they will be given the opportunity to critique the skills required to lead and develop individuals and teams to achieve results.

TASK 1

You are required to write a **report** entitled:

'The principles for developing, managing and leading individuals and teams'

The report must be presented in **TWO (2)** sections. It must include well-chosen work-based examples and reference to theory.

1a. The factors which influence the way individuals and teams are developed and led

You are required to critically reflect on a minimum of **FOUR (4)** internal factors and **FOUR (4)** external factors which influence the way individuals and teams are developed and led. (AC1.1)

1b. Organisational frameworks which support the management and development of individuals and teams

You are required to examine how organisational frameworks support the management and development of individuals and teams. (AC1.2)

Guidance for completion of Task 1
● *The report should include subheadings. You may choose to include tables and diagrams (as appropriate) to support your discussion.*   ● *The report should be underpinned with relevant theoretical principles.*   ● *You may include examples from an organisation you know well or have researched.*   ● *Please refer to the indicative content for each assessment criteria (AC) outlined in the unit specification.*

DEVELOP, MANAGE AND LEAD INDIVIDUALS AND TEAMS TO ACHIEVE RESULTS

Organisational success is realised when individuals and teams are supported to achieve their objectives. This assessment task has been written to enable managers and leaders to evidence their understanding of approaches to individual and team development and the skills required by them to lead and develop individuals and teams with impact.

You are working for XYZ*, a rapidly expanding organisation which has recently relocated some of its staff to a new site in a neighbouring town, Hamborough, and is 15 miles away. The new open-plan premises are designed to accommodate more flexible and efficient ways of working, with an emphasis on maximising the use of different and new technologies.

Due to the relocation, there has been a radical change in the workforce as a number of permanent members of staff chose to take redundancy rather than relocate and/or change their methods of working. XYZ. has active members of two different trade unions.

The new Hamborough site has a diverse staff team. The new staffing mix is about 50% staff who have relocated having been with the company for a number of years, and 50% newly appointed staff. Many of the staff who have relocated are in senior or middle management positions; many of the new staff are younger, including a proportion of recent university graduates.

Some of the senior management are nearing the end of their careers and find the change in organisational culture challenging. Some also find the changes in technologies difficult to assimilate; conversely, others are very keen to embrace all new technologies to achieve revised organisational objectives.

Many of the staff who have relocated to Hamborough had their own individual offices at the original site, and are used to working on their own. The new open –plan premises place an emphasis on collaborative working, including with teams in newly opened markets overseas.

*Please note: You may customise the scenario by selecting the type of organisation referred to (e.g. manufacturing and production, services, education, finance). This will enable you to contextualise your response to meet the requirements of the tasks below.

TASK 2

Basing your response on the Scenario above or an organisation you know well or have researched you are required to write a **proposal** entitled:

'Developing, managing and leading individuals and teams to achieve results'

The proposal must include reference to theoretical concepts and well-chosen examples to support the information presented. It must be presented in **THREE (3)** sections:

2a. Approaches to team development

You are required to critically assess approaches to team development. (AC2.1)

2b. Approaches to manage and develop individuals

You are required to evaluate approaches to manage and develop individuals. (AC2.2)

2c. Skills required to lead and develop individuals and teams to achieve results

You are required to critique the skills required to lead and develop individuals and teams to achieve results. (AC2.3)

Guidance for completion of Task 2

- *Choose the basis for your proposal. This may be based on the Scenario or how you would develop, manage and lead individuals and teams from an organisation you know well or have researched.*

- *The proposal may be presented in a format of your choice (i.e. narrative, report, table).*

- *You are encouraged to consider the use of good practice examples from an organisation you know well or have researched.*

- *You **must** include reference to relevant theoretical principles/models/frameworks as appropriate.*

- *Please refer to the indicative content for each assessment criteria (AC) outlined in the unit specification.*

ASSESSMENT GUIDANCE

Refer	Pass

● The submission is incomplete
 	
● Tasks are incomplete
 	
● Not all assessment criteria have been met
 	
● No examples are used or the examples given do not match the requirements of the assessment criteria
 	
● Evidence is
   ● Unclear
   ● Technically incorrect or inaccurate
   ● Biased
   ● Unprofessional language
   ● Poorly structured and presented
   ● Ideas are underdeveloped
   ● Lacks sufficient detail to show understanding of the topic
 	
● The application of concepts, models and theories to the management and leadership role or workplace is unclear
 	
● Evidence is not directly attributable to the learner
 	
● External sources of information are not acknowledged
 	
● Work based evidence or artefacts (e.g. planning documents or presentation slides) do not meet the requirements of the assessment criteria and is not current (within 5 years)
	● All tasks have been completed
	
	● All assessment criteria have been met
	
	● Examples given are well chosen and match the requirements of the assessment criteria
	
	● Evidence is
	   ● Well written and presented
	   ● Contains a breadth of examples
	   ● Accurate
	   ● Current (e.g. use of up to date legislation)
	   ● Authentic
	   ● Inclusive
	   ● Coherent
	   ● Credible
	   ● Technically correct
	
	● Evidence shows an understanding of different perspectives
	
	● Concepts, models and approaches and have been applied correctly in context of the management and leadership role or workplace
	
	● Evidence used from external sources has been correctly referenced
	
	● Evidence is directly attributable to the learner
	
	● Work based evidence or artefacts (e.g. planning documents or presentation slides) match the requirements of the assessment criteria and is current (within 5 years)

THIS STATEMENT MUST BE COMPLETED AND ELECTRONICALLY SIGNED BY YOU AND ATTACHED TO (EACH ONE OF) YOUR COMPLETED ASSIGNMENT(S) (ie. one for each assignment if submitting more than one) WHEN SUBMITTED FOR ASSESSMENT.

Qualification:

CMI Level 6 Award in Professional Management and Leadership	

Centre:	RAF OTA (RAF Officer Training Academy) MST (Modularised Staff Training)	**Course Number & Date:**	

Candidate Statement: Confirmation of Authenticity:

Name	Learner Number (if known)	Learners E-mail address

I confirm that:

- I am registered on this programme with the Chartered Management Institute
- I am, to the best of my knowledge, the sole author of the completed assignment submitted.
- The attached completed assignment is all my own work, and does not include any work completed by anyone other than myself.
- I have completed the assignment in accordance with CMI's instructions and within the time limits set as given on my CMI Registration Form.

Address	Details	Note (in the Details column)
Name		If using a military address then enter the address clearly given: Name. Sub Unit Unit. Any other relevant details e.g. BFPO Number.
Street Number		
Street / Road Name		
Town Name		
Post Code		
County		

By signing my name below I am agreeing that I have read and understood the Learner Statement of Authenticity

Signature: Date:

CMI 602 — DEVELOPING, MANAGING AND LEADING INDIVIDUALS AND TEAMS

Ofqual unit number	A/617/4453
RQF level	6
Guided learning hours	19
Total unit time	60
Aims of unit	Individuals and teams are a highly prized resource which, if developed, managed and led effectively, can transform an organisation's reputation, productivity and success. The aim of this unit is for the professional manager and leader to understand the principles for developing, managing and leading individuals and teams. On completion of the unit, learners will understand the multi-dimensional factors which influence the way individuals and teams are developed and led. They will examine the role of organisational structures for managing human resources and be given the opportunity to research classic and contemporary approaches to the management and development of individuals and teams. Ultimately, this unit will culminate in an assessment of the skills required to lead and develop individuals and teams in a manner that not only achieves results but is ethical, fair, empowering and collaborative.
Keywords	Development, management, leadership, structure, human resources, theoretical approaches, policy, procedure, regulatory, legal requirements, learning, skills, success.

Learning Outcome 1
Understand the principles for developing, managing and leading individuals and teams
Assessment Criteria
1.1   Critically examine the factors which influence the way individuals and teams are developed and led
Indicative Content
1.1 Factors which influence the way individuals and teams are developed and led: Internal factors: An organisation's vision, purpose, values and culture. Organisational culture (Schein, 1994). Myths, stories, systems, processes, structure (Johnson et al., 2011) Internal politics. Psychological Contract (Rousseau, 1989). Demographic of the workforce. Governance of organisation (e.g. public, private, third sector). Legal status of the organisation. Type (operational, local, international, global, project/programme based, departmental and strategic business unit). Hierarchy of organisational learning (Burgoyne & James, 2006). External factors: Business environment, market, national characteristics of population (Hofstede, 2001). Culture of stakeholders, partners, competitors (Porter's Five Forces, 1979). Political, economic, social, technological, legal, environment, ethical (PESTLE/PESTLEE/PESTLED). Leadership: Five Practices of Exemplary Leadership (Kouzes and Posner, 1987). Situational Leadership (Hersey and Blanchard, 1969). Ethical Leadership (Mendonca & Kanungo, 2007). Cross Cultural leadership (Hofstede, 1991).
Assessment Criteria
1.2   Examine how organisational frameworks support the management and development of individuals and teams

Indicative Content
Organisational frameworks: Human Resource Development (Ulrich & Brockbank, 2005). Policies and procedures for recruitment and selection, staff development, well-being, succession and pipeline planning, talent development. Regulatory and legislative requirements (e.g. Equality Act 2010, Health and Safety Act 1974, industry specific regulations - inclusive of subsequent changes, deletions and replacements).

Learning Outcome 2
Know how to develop, manage and lead individuals and teams to achieve results

Assessment Criteria	
2.1	Critically assess approaches to team development

Indicative Content
Approaches to team development: Model of Team Development (Tuckman, 1965). Team Size (Dunbar's Number, 2010). Team Management Wheel (Margerison and McCann, 1995). Group and team difference (Katzenbach & Smith, 1993). Team Roles (Belbin, 1993). The Four T Model, (Roe, 2017).

Assessment Criteria	
2.2	Evaluate approaches to the management and development of individuals

Indicative Content
Management of individuals: Goal setting including links to organisational objectives, key performance indicators (KPIs). Use of SMART. Performance Management such as the use of diagnostic and evaluation tools, personal development review (PDR), performance improvement plan (PIP), Personal Development Plan (PDP), 360° appraisal, peer review and self-review. Diversity Management. Development of individuals: Formal and informal development activities (e.g. training courses, secondments, job shadowing, temporary promotion/role change). Approaches to development such as self-directed/distance learning. Social and collaborative learning. Face to face, blended or online learning. Group or individual learning. Coaching and/or mentoring. The OSCAR Coaching Model (Gilbert & Whittleworth, 2009). GROW Coaching Model (Whitmore, 2002). Use of technology as a learning tool (e.g. webinars, blogs, social and collaborative platforms, MOOCs, gamification, e-learning, assessment and feedback, mobile learning).

Assessment Criteria	
2.3	Critique the skills required to lead and develop individuals and teams to achieve results

Indicative Content
Skills required to lead and develop individuals and teams to achieve results: Ability to inform, communicate and articulate organisational vision and goals. Empowers/motivates others. Delegates, manages conflict, builds trust, resilience, takes responsibility (uses a solution focussed approach). Works collaboratively, is ethical, fair and impartial (e.g. Development opportunities). Culturally, socially aware. Supportive, encouraging. Rewards and recognises performance. Uses emotional Intelligence (Goleman, 1995). Application of formal HRM/HRD processes (e.g. Performance Improvement Plans (PIP), procedures (e.g. capability and development).