

Title:	Introduction to management and leadership				
Unit aim:	This unit is about the foundation skills and knowledge of a middle manager and leader				
Level:	5	Unit number:	5020V1	QCF Unit Number:	A/504/9037
Credit value:	7	Guided Learning Hours:	45		
Learning outcomes <i>The Learner will:</i>	Assessment criteria <i>The Learner can:</i>				Good Practice
1. Understand the purpose of a personal development plan	1.1. Explain the purpose of a personal development plan for the middle manager and the organisation 1.2. Discuss a management style and its impact on the middle manager's need to work with others				<p>Here you are asked to explain the purpose of a personal development plan for both the middle manager and the organisation. You might make reference to the organisational context and the relevance of personal development in enabling the organisation to meet its objectives.</p> <p>In this section you might also make reference to the development cycle (Kolb) identifying a development need, a reflective learning log, identifying clear objectives, identifying development opportunities and how people learn.</p> <p>You are asked to discuss a management style and its impact on the middle manager's need to work with others and not merely to describe a management style. You could make reference to one style from a wide number of styles including the management style theories of Kurt Lewin, Blake and Mouton, Tannenbaum and Schmidt's leadership continuum, Hersey and Blanchard's 'situational leadership' and Reddin's 3D style model. You might also make reference to Favell's (2004) ASK ABE model:</p> <ul style="list-style-type: none"> ● Actions and Activities ● Skills and Specialisms ● Knowledge and Knowledgeability

		<ul style="list-style-type: none"> • Attitudes and Approaches • Behaviour and Body language • Emotional awareness and Emotional control.
2. Be able to construct a personal development plan	2.1. Construct a personal development plan that addresses the middle manager's short and longer term needs	<p>Here you are required to construct a personal development plan addressing your short and longer term needs. This may be in tabular format but as a minimum should include the following:</p> <ul style="list-style-type: none"> • What you plan to achieve (written in the form of FRAMED or SMART objectives) • How you plan to achieve the objectives (i.e. what development activities you will undertake) • How you will know when you have succeeded • How you will measure your progress and success • The target dates for completion.
3. Understand data and information, and their use in meeting stakeholders' needs	<p>3.1 Determine the differences between data and information, showing quantitative and qualitative examples</p> <p>3.2 Identify organisational stakeholders</p> <p>3.3 Explain stakeholders needs from the organisation</p> <p>3.4 Identify data or information available on these stakeholders</p>	<p>Here you are asked to give the differences between data and information, and to provide further examples to show quantitative and qualitative data and information.</p> <p>Your answer should clearly indicate the difference between data and information and through examples the differences between qualitative and quantitative data and information. These examples might best be sourced from your organisation or one with which you are familiar.</p> <p>For this criterion you are required to identify (at least two) your organisational stakeholders, explain in detail their needs from your organisation, and the data or information available on these stakeholders. Stakeholders should be both internal and external and the types of data and information available both qualitative and quantitative. You could provide your answer in a tabular format including identification of primary and secondary stakeholders.</p> <p>A more developed response might also include Porters 5 force model and a stakeholder map.</p>

	<p>5.3 Determine and a process for supporting performance improvement</p> <p>5.4. Assess the impact of encouraging team welfare on the achievement of objectives</p>	<p>including, observation, clear monitoring, being clear about priorities and outcomes, setting clear and measurable objectives and providing individuals with support that meets their individual learning and development needs. You might also refer to leadership or management style for example situational leadership (Blanchard).</p> <p>As a minimum you should refer to the four main stages in an interview to explore poor performance</p> <ol style="list-style-type: none">1. Identify the problem2. Establish the reason3. Establish a way forward4. Monitor the situation <p>For this criterion you are asked to assess the impact of encouraging team welfare. This is more than a description and might include models to support your response for example motivational theories of Maslow, Herzberg or Vroom.</p>
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