Title:	Introductio	n to management and le	eadership			
Unit aim:	This unit is and leader	about the foundation s	kills and kno	wledge of a mi		
Level:	5	Unit number:	5020V1	QCF Unit Number:	A/504/9037	
Credit value:	7	Guided Learning Hours:	45			
Learning outcomes		Assessment criteria				Good Practice
The Learner will:		The Learner can:				
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				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. 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. 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: Actions and Activities Skills and Specialisms Knowledge and Knowledgeability

		Attitudes and Approaches
		Behaviour and Body language
		Emotional awareness and Emotional control.
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	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:
		 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	3.1 Determine the differences between data and information, showing quantitative and qualitative examples	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.
	3.2 Identify organisational stakeholders	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.
	3.3 Explain stakeholders needs from the organisation	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
	3.4 Identify data or information available on these stakeholders	format including identification of primary and secondary stakeholders.
		A more developed response might also include Porters 5 force model and a stakeholder map.

4. Be able to develop a plan that meets a stakeholder needs	4.1 Develop a plan that meets stakeholder needs, including resources required	In this section you should build upon the stakeholder analysis and develop a plan for one particular stakeholder or one set of stakeholders identified in 2.2. You are also asked to identify the resources required to support this plan.	
		A full answer might include writers to support the development of the plan for example; Svendsen (1998) who suggested fostering collaborative stakeholder relationships through a six stage process. The answer should also include comments on the resources required and could include time	
5. Understand the selection processes, performance development and team	5.1. Discuss the general principles and processes of recruiting and selecting staff	This criterion requires a discussion of the general principles and processes of recruiting and selecting staff to meet an existing vacancy.	
welfare		This is a very broad subject but should as a minimum include the following:	
		 Equality in the recruitment and selection process; Organisational recruitment and selection process to be followed; Identification of basic need — the job analysis and job design Deciding the requirements of the job — writing a job description and person specification Considering internal or external appointments 	
		You should ensure that you demonstrate an awareness of the distinction between the stages of the recruitment process and the stages of the selection process, and where possible relate these to the filling of a current or past vacancy within your range of experience.	
	5.2. Determine a method that identifies poor performance	You are asked to give methods used to identify poor performance and how you might support performance improvement. This might include individual performance and team performance.	
		Here you can give examples to support your narrative, showing how a manager recognises and then supports poor performance	

including, observation, clear monitoring, being clear about priorities and outcomes, setting clear and measurable objectives 5.3 Determine and a process for supporting performance and providing individuals with support that meets their individual improvement learning and development needs. You might also refer to leadership or management style for example situational leadership (Blanchard). As a minimum you should refer to the four main stages in an

> 5.4. Assess the impact of encouraging team welfare on the achievement of objectives

interview to explore poor performance

- 1. Identify the problem
- 2. Establish the reason
- 3. Establish a way forward
- 4. Monitor the situation

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.