**M&L15: Principles of leadership and managEment**

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| **Centre Number :** |  | **Centre Name :** |  |
| **Learner Registration No :** |  | **Learner Name:** |  |
| **Learning Outcome / Section 1: Understand the principles of effective decision making** |
| **Assessment Criteria (AC)** | **Assessment Guidance** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 1.1 Explain the importance of defining the objectives, scope and success criteria of the decisions to be taken | The first stage in any decision making process is to set a clear and precise definition of your objective or goal when making a decision. Most decisions involve solving a problem so you need to know your success criteria or, in other words, how you will know or measure if the problem is solved. You could identify a situation where a decision is required, probably as the solution to a problem, and explain the importance of defining your objective, scope and success criteria.(You might want to look at A.C1.6 and chose a situation where a business target or quality standard is not being achieved)**Answer:** |  |
| Pass or Referral |
| AC 1.2 Assess the importance of analysing the potential impact of decision making | .All decisions you make will have an impact. The decision could affect you and others and involve changes that may not be liked. The decision could have time and cost implications. There are risks involved in any decision. There may also be consequences if a decision is not made. Using the definition for AC1.1 as an example, you could explain the potential impact of the decision to be made**Answer:** |  |
|  Pass or Referral |
| AC 1.3Explain the importance of obtaining sufficient valid information to enable effective decision making | Decisions involve understanding the context of the decision, for example the possible causes of a problem, and identifying two or more optional courses of action. If there was only one option no decision would be necessary. This involves gathering sufficient valid information. The more complex the decision and the greater its potential impact the more important this becomes. Using your definition from AC1.1 you could decide how you would set about gathering information. There may also be some tools or techniques you think you could use**Answer:** |  |
| Pass or Referral |
| AC 1.4 Explain the importance of aligning decisions with business objectives, values and policies | Any decisions made in a business context will need to be aligned with the requirements of the business This may mean that some options, although valid, would not be acceptable. For example, options involving expenditure when budgets are tight.. You could continue to use your example from above to explain the importance of aligning your decision to business objectives, values and policies**Answer:** |  |
| Pass or Referral |
| AC 1.5 Explain how to validate information used in the decision making process | All options for will have advantages and disadvantages in terms of achieving your objectives. Making the best decision involves analysing the options and selecting the option that, based on information, is likely to be the most effective. There are techniques that can be used to help in this analysis. Explain how you will use this process to make a judgement that is valid and based on fact rather than opinion**Answer:** |  |
| Pass or Referral |
| AC 1.6 Explain how to address issues that hamper the achievement of targets and quality standards | Addressing situations where targets or quality standards are not being met will involve following a problem solving / decision making process. In a situation such as this you are likely to involve team members and other stakeholders in the process. There are a number of tools and techniques that can be used to aid the process.The process to be followed is:* Recognise and define the problem and objective
* Research causes and identify options.
* Make a decision by comparing and contrasting the options and their consequences
* Plan and Implement the option(s)
* Evaluate the results

Explain how you could use this process to solve a problem and explain the techniques that could be used. Basing this on an actual situation would be a good way to provide examples for your explanation**Answer:**  |  |
| Pass or Referral |
| **Section comments** (optional):  | **Verification comments** (optional): |
| **Learning Outcome / Section 2: Understand leadership styles and models** |
| **Assessment Criteria (AC)** | **Indicative Content** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 2.1Explain the difference in the influence on managers and leaders on their teams | Managers and leaders can be compared in a number of ways based on their role and characteristics. Although leaders are not necessarily managers it is generally accepted that managers should possess leadership skills. Outline the main differences between leaders and managers and use this comparison to explain how they influence others.**Answer:** |  |
| Pass or Referral |
| AC 2.2Evaluate the suitability and impact of different leadership styles in different contexts | Leadership refers to the ability to influence and motivate others to act in particular ways in order to achieve specific goals. Situational leadership models show that different leadership styles are required for different individuals, teams and situations. Describe a recognised model of situational leadership and how the different styles are applied. Use examples to illustrate your description and to explain how the model works in different contexts. **Answer:**  |  |
| Pass or Referral |
| AC 2.3Analyse theories and models of motivation and their application the workplace | Individuals and teams are influenced by different motivational needs which they seek to satisfy. There are a number of theories and models that explain how this happens and how this can be used to increase levels of motivation in the workplace. You need to choose at least two different motivation models, and describe their key features and likely effectiveness in differing workplace situations**Answer:** |  |
| Pass or Referral |
| **Section comments (optional):**  | **Verification comments (optional):** |
| **Learning outcome / Section 3: Understand the role, functions and processes of management** |
| **Assessment Criteria (AC)** | **Indicative Content** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 3.1Analyse a manager’s responsibilities for planning, co-ordinating and controlling work | Take each of these three main functions of management:* Planning
* Co-ordinating
* Controlling

Using examples, describe the key features of each of these functions and how they contribute to achieving team and organisational objectives**Answer:** |  |
| Pass or Referral |
| AC 3.2Explain how managers ensure that team objectives are met | A simple model to show how managers ensure that team objectives are met consist of these steps:* Communicate work objectives and plans for achieving objectives
* Provide support and guidance
* Monitor and evaluate progress
* Recognise achievement

Take each of these steps and explain, with examples, some of the activities likely to be involved**Answer:** |  |
| Pass or Referral |
| AC 3.3Explain how a manager’s role contributes to the achievement of an organisation’s vision, mission and objectives | Managers achieve the organisation’s vision, mission and objectives through planning, organizing, staffing, directing and controlling. They design systems and they set and follow policies and procedures. This also includes setting performance standards and performance measures and monitoring achievement.Chose at least two of these roles - excluding those already covered in AC.3.1 - and explain how each would contribute to the achievement of the organisation’s vision, mission and objectives**Answer:** |  |
| Pass or Referral |
| AC 3.4Analyse theories and models of management | The overarching purpose of management is to achieve the organisation’s vision mission and objectives. To do this they need to bring together the organisation’s resources, including people, effectively and efficiently. There are a number of models or theories that have been developed over the years that assist managers in deciding the best way to achieve this.Many of these theories and models relate to the style of management used and the extent to which the manager controls all work activity or allows greater freedom of choice and action by employees. Chose two different theories or models of management and describe their key features. Analyse the strengths and weaknesses of each. An**swer:** |  |
| Pass or Referral |
| AC 3.5Explain how the application of management theories guide a manager’s actions | You can assess and reflect on the effectiveness of management skills and behaviours in order to make improvements by understanding what managers do and the ways it can be done One way to illustrate your answer would be to assess yourself against a recognised management model and explain how it has guided your actions and highlighted areas for improvement. **Answer:** |  |
| Pass or Referral |
| AC 3.6Explain the operational constraints imposed by budgets | Most organisations have making a profit as a key objective and none can operate for any length of time at a loss. The way that this is achieved is through careful financial planning designed to control the use of resources. Explain what a budget is, how it is used to control activities and what operational constraints there may be within the business. You could illustrate this explanation by referring to the use of a budget for a specific business function.**Answer:**  |  |
| Pass or Referral |
| **Section comments (optional):**  | **Verification comments (optional):** |
| **Learning outcome / Section 4** : Understanding performance measurement |
| **Assessment Criteria (AC)** | **Indicative Content** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 4.1Explain the relationship between business objectives and performance measures | The use of objectives as a way to manage the organisation requires a system whereby those objectives are converted into standards of performance. Performance metrics can then be set based on those standards and these can be used to compare the desired standard with the actual achievement. Gaps can be identified and corrective measures taken. Explain the meaning of each of these terms with examples:* Business objectives
* Performance standards
* Performance metrics
* Continuous improvement

**Answer:** |  |
| Pass or Referral |
| AC 4.2Explain the features of a performance measurement system | Using the terms described in AC4.1, explain how they can be linked to form a performance measurement system. Also include in your explanation how the data from a performance measurement system can be used**Answer:** |  |
| Pass or Referral |
| AC 4.3 Explain how to set KPIs | KPIs represent the performance standards defined by the organisation. Explain the term KPI and how they are set within the business. **Answer:** |  |
| Pass or Referral |
| AC 4.4Explain the tools, processes and timetable for monitoring and reporting on business performance  | Business performance management involves the collection and reporting of large volumes of information from a wide range of sources such as financial and non- financial process results, customer results, employee results and societal results. Software systems are frequently used to support this. One approach to managing this process is the use of the balanced scorecard. Describe a simple balanced scorecard model for use in planning, monitoring and reporting on business performance and explain how it would be used**Answer:** |  |
| Pass or Referral |
| AC 4.5Explain the use of management accounts and management information systems in performance management | Management information systems are designed to assist managers in managing more effectively and efficiently through making informed business decisions.Management accounting systems are one type of information system that provides specific financial and accounting information. Briefly describe some information that would be provided by a management accounting system. Also describe some information that would be provided by another – non- financial – management information system. Explain how this information could be used by a manager to assist decision making**.****Answer:** |  |
| Pass or Referral |
| AC 4.6 Explain the difference between outcomes and outputs | ‘Output’ is the actual tangible product or service resulting from a business process. ’Outcome’ represents the results, effects, or changes that come from the outputs. Explain the difference by giving two examples of measurable outputs from a process. Then explain what might be the ‘outcomes’ of those outputs highlighting the differences**Answer:** |  |
| Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Assessor’s Decision** | **Quality Assurance Use** |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of Assessor:****Date:** | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of QA:****Date of QA check:** |