

Unit Title:	Leadership in Your Organisation
OCR unit number:	4
Sector unit number:	15.3 Business Management
Level:	5
Credit value:	5
Guided learning hours:	30
Unit reference number:	M/602/1438

Unit aim and purpose

This unit aims to help learners to understand the concept of leadership and how to develop and communicate appropriate objectives to the workforce. Learners will be introduced to well-known management and leadership theories and helped to understand the different styles and approaches which can be adopted by leaders in different situations. They will also be asked to analyse a real business organisation, identify the leadership skills required within the organisation and plan for their development.

Learning Outcomes	Assessment Criteria	Teaching Content
<p>The Learner will:</p> <p>1 Be able to provide leadership for a part of an organisation</p>	<p>The Learner can:</p> <p>1.1 communicate direction to a work group</p> <p>1.2 explain how objective setting can be used to motivate others</p> <p>1.3 set objectives that align with those of an organisation</p>	<p>This may include:</p> <ul style="list-style-type: none"> • understanding the vision, values and culture of the organisation • what we mean by leadership and how this differs from functional management • how to clarify key performance indicators for own area of responsibility • task analysis and allocating job roles • the stages of development of teams and theories such as Belbin's team roles • the impact of involving people in agreeing their own work objectives • how achieving objectives and being given positive feedback can affect motivation levels • motivation theories such as Maslow and Herzburg • the importance of giving clear and consistent messages
<p>2 Understand how organisational context affects leadership style</p>	<p>2.1 explain how the type of organisation impacts upon leadership style</p>	<p>This may include:</p> <ul style="list-style-type: none"> • researching and analysing several contrasting organisations and drawing conclusions

Learning Outcomes	Assessment Criteria	Teaching Content
	2.2 explain how the type of work impacts upon leadership style 2.3 explain how the characteristics of employees impacts upon leadership style 2.4 evaluate how well the existing leadership meet the requirements of a selected work group in a given situation	<ul style="list-style-type: none"> • understanding contrasting leadership styles such as 'autocratic' versus 'democratic', 'task oriented' versus 'people oriented', etc. • leadership theories such as, The Hersey-Blanchard Situational Leadership Theory, the Six Emotional Leadership Styles, Fiedler's Contingency Model, etc. • evaluation techniques such as questionnaires, employee interviews, achievement of objectives, etc.
3 Be able to develop leadership skills to meet organisational needs	3.1 define the leadership skills required for given organisational situations 3.2 propose methods to develop leadership skills for given organisational situations 3.3 critically evaluate the use of methods of leadership development within a given organisational situation	This may include: <ul style="list-style-type: none"> • analysis of a given organisational situation (in the context of leadership theories shown above) • an understanding of a range of leadership skills such as influencing abilities, communication techniques, motivation, team building, recognition of talents and skills, being fair, open and honest, etc. • training needs analysis, skills gap analysis, etc. • options available for developing skills such as shadowing, mentoring, formal training, etc. • evaluation of training interventions and measurement against objectives

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit the learner must produce a portfolio of evidence which, on request, should be made available to the OCR external verifier for sampling.

Portfolios of work must be independently produced by individual learners and Centres must confirm to OCR that the evidence is authentic. The OCR 'evidence record sheets' (or similar) should be completed and signed by the learner and the assessor to confirm this.

It is a requirement of the Ofqual Common Criteria for all qualifications that proof of authentication is provided.

Evidence requirements

In order to achieve this unit the learner must demonstrate that they have met all of the stated learning outcomes and assessment criteria.

Evidence can be produced either through real work or by means of simulated activities.

Guidance on assessment and evidence requirements

It is recommended that where possible this unit and unit 1 Principles of management and leadership are addressed holistically via a work shadowing experience. If learners are currently employed in a business organisation they could seek permission to shadow one or more senior managers. If learners are not able to do this they could approach local business organisations with a view to identifying work shadowing opportunities.

Unit 2 Managing communications at work could also be partly addressed through evidence stemming from this work shadowing opportunity.

If the unit is to be taught in a college or other learning environment, tutor/assessors could consider the following examples of how this unit and unit 1 could be achieved and assessed:

Unit 1 Principles of management and leadership, LO1, LO2, LO3

Unit 4 Leadership in your organisation, LO1, LO2, LO3:

Tutor/assessors could provide guided learning in relation to management and leadership theory. Learners could then be given an extensive case study and asked to evaluate this in relation to the various theories (examples of which are mentioned in the *teaching content*, above). Individual interpretation of the case study could form the basis for a facilitated group discussion which could be recorded as a source of evidence for the learners.

Having practised their evaluative skills learners could then be asked to take up the work shadowing opportunity described above. They could be asked to spend a substantial period of time shadowing an experienced manager/leader within a business organisation and write a reflective account of their day to day experiences to meet the assessment criteria.

Unit 1 Principles of management and leadership, LO2, AC2.3

Unit 4 Leadership in your organisation, LO1:

Having become familiar with their chosen organisation, learners could be asked to put themselves in the position of a leader of a work team within the organisation. They could use self-assessment tools to evaluate their own current style of leadership and assess how appropriate this would be for the chosen team. They could then go on to set medium term objectives for the team and ask their mentor to provide feedback on the feasibility of these. If circumstances permit a role play could be set up during which the learner communicates the objectives to the team and gets feedback on the impact of this communication exercise and the objectives themselves. Product evidence could be collected throughout.

Unit 1 Principles of management and leadership, LO4

Unit 4 Leadership in your organisation, LO3:

These learning outcomes could be addressed by writing a report based on the whole of the activities described above. The report could encompass both personal learning and development needs and appropriate ways to address these plus an evaluation of and recommendations for leadership development within the chosen organisation. (This activity may also contribute to unit 3 Personal Development).

If the unit is to be completed through real work, examples of appropriate sources of evidence could include:

- key performance indicators stemming from real work
- task analysis and allocation of work roles and responsibilities
- examples of written communications to work groups
- observation of verbal communications to work groups

- written case studies based on real work experience
- outcomes of research into leadership methods and practices in real organisations
- leadership training programmes and rationale
- records of assessor questioning

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 and Leadership	CFAM&LBA1	Lead your organisation
Management and Leadership	CFAM&LBA2	Provide leadership in your area of responsibility
Management and Leadership	CFAM&LBA3	Lead your team

Functional skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills.

Functional Skills Standards					
English		Mathematics		ICT	
Speaking and Listening	✓	Representing		Use ICT systems	
Reading	✓	Analysing		Find and select information	✓
Writing	✓	Interpreting		Develop, present and communicate information	✓

Resources

Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but the learner is not expected to reproduce other people's written work.

For example:

Leadership Skills you can Learn <http://www.what-are-good-leadership-skills.com/>

Virtual Leadership Development <http://www.dalecarnegie.com/kc/>

GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) Leadership and Management Development. ISBN: 1843982447

MacBeath, J. (ed) (2008) Connecting Leadership and Learning: Principles for Practice ISBN-10: 0415452953

Northouse G., (2009) Leadership: Theory and Practice [Paperback] ISBN-10: 1412974887

Collins, J. Drucker, P and Maciariello, (2009) J A Management ISBN-10: 0007312113

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.