

Higher National Unit Specification

General information for centres

Unit title: Organisational Management

Unit code: F0EG 35

Unit purpose: This Unit is designed to enable candidates to operate effectively in promoted posts in the police service. It enables them to place managerial interventions in an organisational context and gives them the ability to apply current approaches and methods to situations faced in police organisations.

On completion of the Unit the candidate should be able to:

- 1 Analyse the nature of organisations
- 2 Analyse the impact of organisational structure on the work of managers
- 3 Analyse the impact of organisational culture on the work of managers
- 4 Evaluate managerial actions to improve organisational performance
- 5 Analyse the role of the manager in the development of strategy

Credit points and level: 3 HN Credits at SCQF level 8: (24 SCQF credit points at SCQF level 8*).

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Candidates should have a good working knowledge of general procedures gained through experience of working in a police environment. They should be aiming towards a promoted police post the police service. Candidates should have good communication, analytical and diagnostic skills which could be demonstrated by successful completion of units Contemporary Policing, Criminal Justice System in Scotland, Professional Knowledge in Policing, Decision Making and Professional Ethics in Policing.

Core Skills: There are opportunities to develop the Core Skills of Problem Solving, Communication, Information Technology and Numeracy at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: This Unit can be assessed holistically by means of a report which is based on a police organisation, or part of a police organisation, with which the candidate is familiar. Candidates will be expected to demonstrate that they can apply relevant concepts of organisational management to analyse situations which those working as managers in a police environment are likely to face. They will also be expected to assess how the organisational framework will impact on the work of managers in police organisations. The report could be supplemented by oral questions to ensure all aspects of the evidence requirements are fully met.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Analyse the nature of organisations

Knowledge and/or skills

- ◆ Organisational goals and objectives
- ◆ Formal and informal organisations
- ◆ Private and public sector organisations
- ◆ Stakeholders
- ◆ Role of management in organisations
- ◆ External factors affecting organisations
- ◆ Values, ethics and responsibility of organisations

Outcome 2

Analyse the impact of organisational structure on the work of managers

Knowledge and/or skills

- ◆ Structural relationships
- ◆ Division and grouping of organisational activities
- ◆ Forms of structure
- ◆ Contingency approach
- ◆ Effectiveness of structure
- ◆ Impact of structure on the work of a manager

Outcome 3

Analyse the impact of organisational culture on the work of managers

Knowledge and/or skills

- ◆ Concept of organisational culture
- ◆ Types of organisational culture
- ◆ Impact of culture on the work of a manager

Higher National Unit specification: statement of standards (cont)

Unit title: Organisational Management

Outcome 4

Evaluate managerial actions to improve organisational performance

Knowledge and/or skills

- ◆ Performance indicators and targets
- ◆ Organisational control
- ◆ Financial control
- ◆ Methods to measure organisational effectiveness

Outcome 5

Analyse the role of the manager in the development of strategy

Knowledge and/or skills

- ◆ Strategic choice
- ◆ Environmental analysis
- ◆ Resource audit
- ◆ Stages of strategy formulation
- ◆ Approaches to strategy

Evidence Requirements for the Unit

Candidates must provide evidence which draws on knowledge and skills items from all five Outcomes to show that they can:

- ◆ apply relevant concepts to the analysis of critical aspects of a police organisation and, on the basis of this analysis, draw conclusions on how these can influence the work of managers in the organisation
- ◆ apply relevant concepts to the analysis of the key aspects of the structure of a police organisation and, on the basis of the analysis, draw conclusions on the ways in which structural factors can affect the work of managers in the organisation
- ◆ apply relevant concepts to the analysis of the key aspects of the culture of a police organisation and, on the basis of the analysis, draw conclusions on the ways in which organisational culture can affect the work of managers in the organisation
- ◆ apply relevant concepts to the evaluation of managerial actions which could improve organisational performance and draw and justify conclusions on the effectiveness of the actions
- ◆ apply relevant concepts to the analysis of the strategy of a police organisation and, on the basis of the analysis, draw conclusions about the role of the manager in the development of the strategy of the organisation

Evidence must cover routine and non-routine aspects of organisational management. Candidates will be given a brief to which they have to respond. Candidates must obtain a mark of 50%, or more for their response to the brief.

Higher National Unit specification: statement of standards (cont)

Unit title: Organisational Management

Assessment guidelines for the Unit

Assessment for this Unit can be undertaken holistically. Candidates will normally be asked to investigate selected aspects of their own police organisation but they could look at another police organisation if this were practicable or base their evidence on a case study of a suitable police organisation.

Candidates can present their evidence in the form of a report in which case it should be about 5,000 words long and can be completed in their own time. A written report could be supplemented by oral questions to ensure all aspects of the evidence requirements are fully met.

Administrative Information

Unit code: F0EG 35

Unit title: Organisational Management

Superclass category: AB

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Version	Description of change	Date

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Higher National Unit specification: support notes

Unit title: Organisational Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 120 hours.

Guidance on the content and context for this Unit

This Unit is intended for all police officers who are seeking promotion in the police service in Scotland. Candidates will normally be following a recognised training and development programme such as that developed by the Scottish Police Service.

This unit makes up Module 3 of the Professional Development Award: Diploma in Police Service Leadership and Management.

The Unit is designed to enable candidates to become conversant with current approaches and techniques of management and be able to apply them to the work of managers in police organisations. As a result, their effectiveness in promoted posts in the police should be increased. The Unit emphasises that any managerial action takes place within an organisational context which affects both what actions managers can take, how they can be taken and who will be affected by them. It encourages managers to consider the impact that the organisational frameworks of police organisations can have on their role as managers. It also enables them to apply relevant approaches, models and techniques to police organisations and to use them to reflect on the success of their own managerial intervention.

There is a considerable amount of material on organisational behaviour and organisational management. The crucial requirement is that candidates recognise that theories, approaches and techniques can be a guide to managerial action in police organisations and can help to ensure that any intervention is effective. The following notes give some guidance on approaches and theories which could be covered as part of each outcome. In many cases, there are alternative approaches which could also be used if desired.

Outcome 1

For this Outcome the organisation can be treated as an open system. This can help to identify the basic components of an organisation and thus provide a suitable framework within which to consider the nature of organisations

Organisational goals and objectives: mission statement; functions of organisational goals; classification of organisational goals; relationship between goals and objectives

Formal and informal organisations: definition of formal organisation; functions of informal organisation.

Private and public sector organisations: differences; similarities; influence of the 'market oriented' approach on public sector organisations

Stakeholders: employees; providers of finance; consumers; community; government; other groups and organisations

Higher National Unit specification: support notes (cont)

Unit title: Organisational Management

Role of management in organisations: coordination of sub-systems; meeting organisational goals; control of organisational activities.

Values, ethics and responsibility of organisations: agency and stakeholder theories; business ethics; corporate governance

Outcome 2

Structural relationships: authority, responsibility, accountability; delegation; line, staff, functional, lateral

Division and grouping of organisational activities: function; product or service; location; nature of work performed; common processes; employee characteristics; customers/service users

Forms of structure: Hierarchical and flat structures; functional, product and geographic structures; matrix structure and project teams; hybrid structures

Coordination of organisational activities: rules; regulations; procedures; orders

Contingency approach: effects of size, technology and the environment

Effectiveness of structure: criteria for structural effectiveness — economic and efficient performance, level of resource utilisation, monitoring of activities, accountability, coordination, flexibility, member satisfaction; Drucker's three requirements (business performance, least number of levels, development of future managers)

Impact of structure on the work of a manager: opportunities; constraints; responsibility; autonomy; accountability

Outcome 3

Concept of organisational culture: what 'organisational culture' is (eg 'the way we do things around here'); distinction between culture as values promoted by senior management (what the organisation is — formal culture) and general norms of organisational behaviour (what the organisation has — informal culture); how culture is manifested eg Schein's levels of culture; high profile symbols (eg logo, dress code, house style) and low profile symbols (eg Trice & Beyer's practices, communications, physical forms and language)

Types of organisational culture: Deal and Kennedy; Handy; Trompenaars

Impact of culture on the work of a manager: opportunities; constraints; autonomy; diversity

Outcome 4

Performance indicators and targets: economy; efficiency; effectiveness; equity

Organisational control: strategies of control (personal centralised, bureaucratic, output, cultural); coordination of activities (rules, programmes, procedures; remits and referrals; targets and goals; slack resources; self-contained tasks; management information systems; lateral relations)

Higher National Unit specification: support notes (cont)

Unit title: Organisational Management

Financial control: budgetary control — types of budgets, planning budgets, monitoring budgets, use of variances, corrective action; cost benefit analysis

Methods of measuring organisational performance: eg National Intelligence Model (NIM); Total Quality Management (TQM); European Foundation Quality Model (EFQM); balanced scorecard; 7 S framework

Outcome 5

This Outcome is about the role of the manager in the development of strategy. Managers at all levels should recognise that strategic choices relate to decisions made by an organisation on what strategy to pursue and that they may have a part to play in the process by which these choices are made. This is especially in the case where there are specified stages for the development of strategic plans.

All managers can conduct analyses of their own environment using techniques like SWOT and carry out an audit of the resources available to them. On the basis of these they may be able to contribute to the process of planning for the future.

Candidates should recognise that strategy can be approached in a number of ways including:

- ◆ a contrast between external and internal approaches (the external approach involves finding and defending a particular market position while the internal approach centres on developing and maintaining internal capabilities which evolve with the organisation)
- ◆ different types of strategy such as rational, rational, flexible, incremental, creative, behavioural, evolutionary
- ◆ Mintzberg's deliberate and emergent strategy

The role that managers can play may depend on the approach to strategy. They may, for example have a key role in building organisational capability and in communicating a vision for the future of the organisation.

Guidance on the delivery and assessment of this Unit

This Unit can be delivered on a stand-alone basis or as part of a development programme for police officers seeking promotion.

Delivery of this Unit will involve ensuring that candidates become familiar with relevant organisational management concepts. However, the emphasis is on applying these ideas to the work of a manager in the police service. Delivery should therefore encourage candidates to relate the theories, techniques and approaches to their own experience in police organisations and to consider the impact that organisational factors can have on their work as managers in a police environment. This approach can help candidates to recognise that managerial work in all organisations, including police organisations, takes place in an organisational context and that aspects of this context, such as structure, are themselves the result of management decisions and interventions. The Unit also considers how culture can influence the work of managers in police organisations and examines the role of the manager in developing strategy. Throughout, the Unit is concerned with the effectiveness of managerial and organisational performance in police organisations. Candidates can be given short case studies or examples to help them recognise how the concepts in the unit relate to police organisations.

Higher National Unit specification: support notes (cont)

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It can be helpful also to compare different types of organisations to focus attention on critical factors for the police service and to highlight the increasing influence of private sector approaches in the management of public sector organisations such as the police service. Candidates could also carry out their own investigations into police organisations, and, in particular, the police organisation within which they work. These investigations and the case studies could form the basis of assignments which could act as formative assessments.

This type of approach should help to prepare candidates for the final summative assessment for which they will be required to prepare a report on a police organisation. Normally, this will be the organisation in which they work. In particular, the formative assessment referred to above is likely to assist candidates to develop the skills and ability to analyse management in organisations and to consider the impact that organisational factors have on the work of managers in police organisations.

Opportunities for developing Core Skills

All elements of the core skill of Problem Solving, that is planning and organising, critical thinking, and reviewing and evaluating, will be developed and enhanced as candidates undertake the unit. As the aims and objectives of organisational management are analysed in detail the identification and assessment of all factors impacting on effective management practice will involve a high level of critical and creative thinking. Identifying and justifying all stages of strategy formulation to allow opportunities for review and adjustment will be an aspect of competence. Analysis of approaches to strategy in the context of the managerial role and self development would be on-going.

The Unit will develop skills in accessing and evaluating complex information and ideas, as candidates analyse and apply theories of managerial practice using text books, Internet sites, DVD/CD based databases and news archives. Checklists to support analytical evaluation of information might include criteria to check on the currency, authority, accuracy and balance of all information accessed. An in depth grasp of the applications, value and limitations of technology in accessing, conveying and organising information, data and ideas is essential underpinning knowledge and understanding.

Communication skills are not discretely assessed but candidates will research and analyse complex background information and theory, and present written responses which are factually and technically accurate, clear, unambiguous and concise. Underpinning knowledge for the unit will require an in depth understanding of organisational communication theory and practice, and an ability to analyse, explain and justify the use of techniques and media which influence and motivate others.

The ability to calculate and effectively convey complex information on resources, performance indicators, targets and timescales is essential. Candidates could benefit from formative opportunities to discuss methods used to measure organisational effectiveness and to analyse and evaluate related examples of numerical, statistical and graphic data.

Higher National Unit specification: support notes (cont)

Unit title: Organisational Management

Open learning

This Unit is particularly suitable for Open Learning as candidates should be able to acquire the relevant knowledge by working through the distance learning material which will be available for this Unit. Appropriate arrangements would need to be made for assessment and quality assurance. For information on this, please refer to the SQA document *Assessment and Quality Assurance of Open and Distance Learning*, which is available at SQA's website: www.sqa.org.uk.

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on SQA's website: www.sqa.org.uk.

General information for candidates

Unit title: Organisational Management

This Unit forms part of Module 3 of the Diploma in Police Service Leadership and Management which is a Professional Development Award accredited by SQA. It has been designed to offer developmental opportunities to police staff who aspire to promoted posts.

The Unit enables you to analyse several factors which can affect the work of managers in organisations including measures of performance and organisational structure and culture, all of which are things which you could face as a manager in the police service in Scotland. It aims to enable you to recognise that the nature of the organisation and its structure and culture can have a considerable influence on the work of managers. You will also look at the key role that managers have in promoting organisational effectiveness and their contribution in developing organisational strategy. The Unit will introduce you to a number of different theories, approaches and techniques of organisational management but the emphasis is on applying these to the work of a manager. In this way, you can operate more effectively as a manager and, in this way contribute to the overall performance of the organisation.

You will be given support material to help you work on this unit on your own. It will give you the background knowledge and understanding that you need as well as case studies and examples of how different approaches can be applied to the work of managers in the police service. You will be expected to relate and apply the ideas to your own work experience in a police organisation and to investigate for yourself what happens in your own organisation. This will help you to develop the analytical skills which you will need for the assessment.

The assessment for the Unit is based on a report on a police organisation. Normally this will be the organisation in which you work. It will cover routine and non-routine contexts of organisational management. You will be expected to apply the ideas in the Unit to the organisation and use them to analyse how organisational factors influence the work of managers in police organisations. Your report should be about 5,000 words long and you will be expected to achieve a mark of 50%, or more.

You will have succeeded in meeting all the requirements of this Unit if you pass this assessment.