



Higher National Unit specification: general information

Unit title: Leadership and Decision Making

Unit code: FN5T 35

Superclass: AF

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Unit purpose:

This Unit is designed to enable candidates to develop an approach to decision making which will allow them to make effective decisions in routine and non-routine settings. The Unit will also provide candidates with an understanding of the application of leadership skills and concepts within their working environment.

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

- 1 Evaluate approaches to leadership and explain the relevance of different leadership styles.
- 2 Analyse models of decision making.
- 3 Develop an approach to making decisions and evaluate the decision making process.

Recommended prior knowledge and skills

Access to this Unit is at the discretion of the centre however it is recommended that candidates should be able to demonstrate, a good working knowledge of general procedures gained through experience in a care environment. Candidates should have good communication and analytical skills.

Credit points and level

1 Higher National credit at SCQF level 8: (8 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.*

General information (cont)

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

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.

This Unit is a mandatory Unit in the framework of HNC/HND Care and Administrative Practice. It may be suitable for delivery as a stand-alone Unit for candidates with a specific interest in this area.

Assessment

This Unit can be assessed holistically by means of an essay of 1,500 words.

Candidates will be expected to demonstrate that they can apply relevant concepts to real or simulated work situations to support their conclusions.

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

Evaluate approaches to leadership and explain the relevance of different leadership styles.

Knowledge and/or Skills

- ◆ Differences between managers and leaders
- ◆ Functions of leadership
- ◆ Models of Leadership
- ◆ Influences on leadership behaviour
- ◆ Selection of leadership styles in different situations and the advantages and disadvantages of each

Outcome 2

Analyse models of decision making.

Knowledge and/or Skills

- ◆ Types of decision making
- ◆ Alternative models of decision making
- ◆ Group decision making

Outcome 3

Develop an approach to making decisions and evaluate the decision making process.

Knowledge and/or Skills

- ◆ Definition and diagnosis of the problem
- ◆ Generate alternative solutions
- ◆ Deciding between alternatives
- ◆ Gathering acceptance and implementation
- ◆ Techniques of decision making
- ◆ Comparison of decision making models
- ◆ Criteria for evaluation and their strengths and weaknesses

Higher National Unit specification: statement of standards (cont)

Unit title: Leadership and Decision Making

Evidence Requirements for the Unit

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ identify the different leadership styles and evaluate the validity and effectiveness of each in their appropriate environment
- ◆ demonstrate applications of two leadership models and frameworks identifying leaders associated with each
- ◆ use relevant concepts and theories to analyse routine and non-routine decisions, including a group decisions
- ◆ use a suitable approach to taking decisions to suggest to suggest a decision which could be taken to solve a problem
- ◆ justify the approach taken to decision making process and evaluate the approach in a particular situation
- ◆ draw conclusions from the comparison and the evaluation on the validity of the decision making approach and for the way in which they will approach decision making.

Assessment Guidelines

This Unit can be assessed holistically by means of an essay of 1,500 words.

Candidates will be expected to demonstrate that they can apply relevant concepts to real or simulated situations to support their conclusions.

Higher National Unit specification: support notes

Unit title: Leadership and Decision Making

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 40 hours.

Guidance on the content and context for this Unit

The Unit is designed to enable candidates to become fully conversant with current approaches to leadership and the role of the leader in a modern organisation. It aims to give candidates the foundation that they will need in order to develop their own approach as a leader which will be consistent with current leadership thinking, the culture of the organisation in which they work.

There is a considerable amount of material on leadership, ranging from the highly prescriptive to the strongly theoretical. This includes a significant number of models on leadership. It is also an area where there has been many developments in recent years. While the candidates should be aware of the main developments in leadership and of current thinking, the main requirement is that they recognise that the theories and models can be a guide to how the approach the leadership aspect of the work.

The Unit recognises that decision making is influenced by many factors, one of which is the candidate themselves. For this reason the Unit is designed to enable candidates to develop an approach to decision making with which they are comfortable. This approach, however, has to be consistent with the model; used in the Unit as this is the guarantee that effective decisions can be made. The Unit also stresses evaluation of decisions so that the candidate get into the habit of reviewing decisions they have made and refining and developing their approach in line with their experience.

Guidance on the delivery and assessment of this Unit

Delivery of this Unit will involve ensuring that candidates become familiar with relevant concepts of leadership. The Unit also includes skills and techniques which should enhance their personal effectiveness and help them operate more effectively as leaders.

Delivery should therefore encourage candidates to relate the theories and approaches to their own experience and to consider how they could make use of them. An important aspect of delivery, therefore, is helping candidates to develop their own approach to leadership which draws on their study of leadership. Candidates should be encouraged to recognise that successful leadership often requires a flexible, adaptable approach and that they should take this into account when developing their own ideas on what is required of a leader and how a leader should act.

The Unit offers considerable scope for candidates to relate the material to their own experience. They can be given short case studies or examples to help them to recognise different facets of leadership as well as analysing and reflecting on the work of leaders that they have come across. These case studies and real life examples could form the basis of assignments which could act as formative assessments.

Higher National Unit specification: support notes (cont)

Unit title: Leadership and Decision Making

Guidance on the delivery and assessment of this Unit

Delivery of this Unit will involve ensuring that candidates do acquire the relevant underpinning knowledge to enable them to develop a robust approach to making decisions of the type that they will meet. The underling principle of the Unit is that candidates have to work out for themselves an approach to making decisions which they can use to make effective decisions. Candidates should also recognise the deficiencies inherent in the basic model and the difficulties of applying it in practice. All these issues demand a flexible and adaptable approach. In addition, the decision maker also influences the process of decision making. For these reasons, it is important that candidates work out for themselves how to tailor the basic model to their own individual situation.

The Unit is well suited to distance learning because it can give candidates the opportunity to relate the underpinning knowledge, skills and techniques to situations with which they are familiar. Candidates can be given short case studies or examples of problems which require a decision where they can be asked to work through the decision making approach and decide on a suitable course of action. They could also be given case studies of decisions which have been taken and asked to work out the process of decision making and evaluate the decision in light of this. These examples can assist candidates to develop their own approach.

They can be presented as self-assessment tasks and, as such, they can be used for assignments and for formative assessment. Candidates could, for example, write a brief report on a decision known to them. The report could include the process by which the decision was taken and an evaluation of the decision.

Open learning

The Unit could be delivered by open or distance learning. However, it would require planning by the centre to ensure sufficiency and authenticity of candidate evidence. Arrangements would have to be made to ensure that the assessment was conducted under supervision.

Opportunities for the use of e-assessment

E-assessment may be appropriate for some assessments in this Unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or e-checklists. Centres which wish to use e-assessment must ensure that the national standard is applied to all candidate evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. Further advice is available in *SQA Guidelines on Online Assessment for Further Education (AA1641, March 2003)*, *SQA Guidelines on e-assessment for Schools (BD2625, June 2005)*.

Higher National Unit specification: support notes (cont)

Unit title: Leadership and Decision Making

Opportunities for developing Core Skills

There are opportunities for developing all elements of the Core Skill of *Problem Solving* at SCQF level 6, although there is no automatic certification of Core Skills or Core Skills components.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

History of changes to Unit

Version	Description of change	Date

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General information for candidates

Unit title: Leadership and Decision Making

The Unit enables you to develop a consistent approach to decision making which will cover both routine and non-routine situations. This should help you to decide on an effective course of action to tackle the kind of problem that you may meet. The Unit introduces you to different models of decision making and takes you through the stages involved in making a decision. It also looks at evaluating decisions you have made which will help you to refine and develop your approach. This is particularly important in the care sector where members of the workforce can be called to explain and justify publicly the decisions made in particular circumstances. It is an applied Unit and you will be expected to apply the underpinning knowledge and techniques in the Unit to situations where decisions have to be made

You will be given support material to help you to work on this Unit on your own. It will give you the background knowledge and understanding that you need but will also involve you in reviewing your own experience. This will help you to develop the skills of analysis, selecting a course of action and evaluation which you will need for the assessment.

The Unit enables you to develop the leadership skills and personal effectiveness that you will need. It also enables you to build a foundation for your future development and, in particular start the process of developing your own approach to leadership. The Unit enables you to develop skills in influencing, negotiation and handling conflict which leaders need and which will help you to increase your personal effectiveness. Leadership is a critical aspect of modern management and this Unit should help you perform effectively. The Unit will introduce you to a number of different theories and approaches to leadership.

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 and skills can be applied to the work of managers. It will encourage you to relate and apply the ideas to your own work experience and to investigate for yourself what happens elsewhere in your own and in other organisations.

Assessment: This Unit can be assessed holistically by means of an essay. The candidate can choose a present or previous manager with objective of identifying their management style and decision making process. Candidates will be expected to demonstrate that they can apply relevant concepts to real work situations in support of their conclusions.