



Higher National Unit specification: general information

This Graded Unit has been validated as part of the HNC in Management and Leadership. Centres are required to develop the assessment instrument in accordance with this validated specification. Centres wishing to use another type of Graded Unit or assessment instrument are required to submit proposals detailing the justification for change for validation.

Graded Unit title: Management and Leadership: Graded Unit 1

Graded Unit code: H1KT 34

Type of Graded Unit: Project

Assessment Instrument: Practical Assignment

Publication date: June 2012

Source: Scottish Qualifications Authority

Version: 01

Unit purpose

This Graded Unit is designed to provide evidence that the candidate has achieved the following principal aims of the HNC in Management and Leadership:

- ◆ develop a range of operational management and leadership competences required by employers if those engaged in or aspiring to managerial positions
- ◆ enhance employment opportunities in operational management roles through development of managerial performance and personal competency
- ◆ utilise personal and teamwork competences for effective self performance, and the performance of the team and organisation

Recommended prior knowledge and skills

It is recommended that the candidate should have completed or be in the process of completing the following Units relating to the above specific aims prior to undertaking this Graded Unit:

Management: Developing Self Management Skills
Management: Leadership at Work
Management: Plan, Lead and Implement Change
Managing and Working with People
Manage Operational Resources
Creating a Culture of Customer Care

General information (cont)

Credit points and level

1 Higher National Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

**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.*

Core Skills

Achievement of this Unit gives automatic certification of the following:

Complete Core Skill(s) Problem Solving @SCQF level 6

Core Skill component(s) None

There are also opportunities to develop aspects of Core Skills which are highlighted in the Support Notes of this Unit specification.

Assessment

This Graded Unit will be assessed by the use of a practical assignment. The developed practical assignments should provide the candidate with the opportunity to produce evidence that demonstrates she/he has met the aims of the Graded Unit that it covers.

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates

Graded Unit title: Management and Leadership: Graded Unit 1

Conditions of assessment

The candidate should be given a date for completion of the practical assignment. However, the instructions for the assessment task should be distributed to allow the candidate sufficient time to assimilate the details and carry out the assessment task. During the time between the distribution of the assessment task instructions and the completion date, assessors may answer questions, provide clarification, guidance and reasonable assistance. The assessment task should be marked as soon as possible after the completion date. The final grading given should reflect the quality of the candidate's evidence at the time of the completion date.

The evidence for the project is generated over time and involves three distinct stages, where each stage has to be achieved before the next is undertaken. Thus any re-assessment of stages must be undertaken before proceeding to the next stage.

If a candidate fails the project overall or wishes to upgrade, then this must be done using a *substantially different* project, ie all stages are undertaken using a new project, assignment, case study, etc. In this case, a candidate's grade will be based on the achievement in the re-assessment, if this results in a higher grade.

Instructions for designing the assessment task

The assessment task is a project. The project undertaken by the candidate must be a complex task which involves:

- ◆ variables which are complex or unfamiliar
- ◆ relationships which need to be clarified
- ◆ a context which may be familiar or unfamiliar to the candidate

The assessment task must require the candidate to:

- ◆ analyse the task and decide on a course of action for undertaking the project
- ◆ plan and organise work and carry it through to completion
- ◆ reflect on what has been done and draw conclusions for the future
- ◆ produce evidence of meeting the aims which this Graded Unit has been designed to cover

Project Brief: Practical Assignment

The underlying purpose of the practical assignment is to provide candidates with an opportunity to demonstrate that they possess the personal competences needed to operate effectively as a manager. It should also enable them to apply theoretical concepts of management to tackle a particular situation and to deal with contingencies arising from it.

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Candidates should choose an activity (or a related group of activities) which requires them to take responsibility for the achievement of a specific outcome (or a cluster of related outcomes) pertinent to the overall goals of an organisation. This could be something which is part of their normal work experience as a manager or a one-off assignment. The latter could be one which the candidate has been asked to complete as part of their work role or it could be one which the candidate has chosen especially for the purposes of this Unit. Candidates who are not currently working in a managerial capacity are likely to follow this route.

The practical assignment involves the following stages:

Stage 1: Planning

- 1 Set specific objectives for the achievement of the activity
- 2 Set personal objectives for the assignment
- 3 Identify the human and non-human resources required to complete the activity
- 4 Identify the actions required to complete the activity
- 5 Prepare a timetable for the completion of the activity
- 6 Determine criteria to judge managerial effectiveness

Stage 2: Implementing

- 1 Obtain resources needed to carry out the plan
- 2 Communicate the objectives for the activity to others involved in the activity
- 3 Monitor the actual progress of the plan against the planned timetable
- 4 Take corrective action as required

Stage 3: Evaluating

- 1 Assess the extent to which personal objectives have been met
- 2 Assess the planning and implementation of the activity
- 3 Use the pre-determined criteria to judge personal effectiveness as a manager and the contribution to which personal competences have made to managerial effectiveness during the activity
- 4 Recommend action to enhance personal competences which will contribute to improved effectiveness as a manager in future managerial activities

Guidance on grading candidates

Candidates who meet the minimum Evidence Requirements will have their achievement graded as C — competent, or A — highly competent or B somewhere between A and C. The Grade Related Criteria to be used to judge candidate performance for this Graded Unit is specified in the following table.

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Grade A	Grade C
<p>Is a seamless, coherent piece of work which:</p> <ul style="list-style-type: none"> ◆ demonstrates clear and explicit links between the three stages of the assignment ◆ refers to a broad range of personal competences which cover managing a variety of human and non-human resources ◆ provides a convincing illustration of the way in which the personal competences of the candidate have influenced her/his managerial effectiveness ◆ effectively applies and integrates knowledge and understanding of managerial concepts from the course Units to all stages of the practical assignment ◆ demonstrates a comprehensive and imaginative approach to the project brief so that it provides a challenging context within which the candidate can deploy her/his personal competences to operate with a high degree of managerial effectiveness ◆ contains criteria for evaluation which are coherently related to the candidate's personal objectives and provide a strong basis for judging the candidate's personal effectiveness ◆ includes a detailed evaluation of the candidate's managerial effectiveness and makes realistic and carefully justified recommendations for future action which are firmly grounded in the candidate's experience during the activity ◆ demonstrates a high degree of autonomy during all stages of the practical assignment but responds to advice and guidance in a constructive, reasoned manner 	<p>Is a co-ordinated piece of work which:</p> <ul style="list-style-type: none"> ◆ contains sufficient evidence to meet the minimum requirements of each of the three stages of the practical assignment ◆ considers a narrow range of personal competences and may exclude some important types of resources ◆ makes a connection between the personal competences of the candidate and her/his managerial effectiveness but does not do so comprehensively ◆ applies knowledge and understanding of managerial concepts from the course Units but does not do so consistently across all stages of the practical assignment and makes use of a limited range of concepts ◆ approaches the project brief in a manner which successfully allows the candidate to use her/his personal competences to display managerial effectiveness ◆ contains criteria for evaluation which may be limited, difficult to use or interpret may constrain the depth and range of conclusions which the candidate can about her/his personal effectiveness ◆ includes an evaluation of the candidate's managerial effectiveness and provides recommendations but may provide limited justification, suggest few recommendations some of which may be impracticable or unrealistic and may not be explicitly related to the evaluation or the candidate's experience during the activity ◆ demonstrates independent learning with minimum support during all stages of the practical assignment and may respond to advice and guidance in an uncritical fashion

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

The project will be marked out of 100. Assessors will mark each stage of the project, taking into account the criteria outlined. The marks will then be aggregated to arrive at an overall mark for the project. Assessors will then assign an overall grade to the candidate for this Graded Unit based on the following grade boundaries.

- A = 70%–100%
- B = 60%–69%
- C = 50%–59%

NOTE: The candidate must achieve all of the minimum evidence specified below for each stage of the project in order to achieve the Graded Unit.

Evidence Requirements

The project consists of three stages: planning; developing; and evaluating. The following table specifies the minimum evidence required to pass each stage.

NOTE: The candidate must achieve **all of the minimum evidence** specified below for each stage of the project in order to pass the Graded Unit.

Project stage	Minimum Evidence Requirements
Stage 1 — Planning 40% of total marks	<p>Produce an account of the plan which includes:</p> <ul style="list-style-type: none"> ◆ a brief outline of the activity and why it has been chosen ◆ specific objectives for the achievement of the activity ◆ personal objectives for the assignment ◆ the human and non-human resources required to complete the activity ◆ the actions required to complete the activity to include those of the candidate and of others ◆ a timetable for the completion of the activity ◆ criteria to judge managerial effectiveness which should refer to the candidate's current level of personal competence
	<p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Planning stage. This can be demonstrated by submitting evidence relating to all seven aspects of the Planning stage and achieving a mark of at least 20/40.</i></p>

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Project stage	Minimum Evidence Requirements
Stage 2 — Developing 30% of total marks	Produce an account of the implementing stage which includes: <ul style="list-style-type: none"> ◆ how the resources needed to carry out the plan were obtained ◆ how the objectives were communicated to others involved in the completion of the activity including an explanation of why the methods used were chosen ◆ the methods used to monitor the actual progress of the plan against the planned timetable including why they were chosen and how they worked in practice ◆ any corrective action which was required including reasons why it was needed — if none was required, candidates should provide reasons to explain why this was the case and suggest actions which could have been taken <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Developing stage. This can be demonstrated by submitting evidence relating to all four aspects of the Developing stage and achieving a mark of at least 15/30.</i></p>

Project stage	Minimum Evidence Requirements
Stage 3 — Evaluating 30% of total marks	Produce an account evaluating managerial effectiveness during the practical assignment which includes: <ul style="list-style-type: none"> ◆ an assessment of the extent to which the candidate's personal objectives for the activity have been met ◆ an assessment of the planning and implementation of the activity in terms of which aspects went well and why and which aspects did not go quite as well and why ◆ a judgement of the candidate's personal effectiveness as a manager and the contribution to which personal competences have made to managerial effectiveness during the activity — which should be based on the pre-determined criteria ◆ recommendations for action to enhance personal competences which will contribute to improved effectiveness as a manager in future managerial activities <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Evaluating stage. This can be demonstrated by submitting evidence relating to all four aspects of Evaluating stage and achieving a mark of at least 15/30.</i></p>

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Support notes

Stage 1 Planning:

This stage of the practical assignment will be assessed by the submission of an account and by an individual interview with the tutor (either face to face or remotely by telephone or other means) during which the candidate will be expected to explain the material she/he has submitted.

Where the plan is in written format, it should be 1,000–1,500 words long or equivalent. It may include charts or diagrams.

This section is worth **40 marks** which should be allocated as set out below. Throughout credit should be given to candidates who make valid and relevant references to concepts used in other Units in the HNC in Management and Leadership.

Up to 6 marks for an outline of the activity and reasons why it has been chosen. Marks should be awarded on the basis of:

- ◆ the clarity and comprehensibility of the outline [maximum of 1 mark]
- ◆ the extent to which the reasons are convincing and related to the candidate's situation
- ◆ the degree of initiative shown by the candidate in making arrangements for the activity and in the selection of the activity itself

Up to 6 marks for the specific objectives for the achievement of the activity. Marks should be awarded on the basis of:

- ◆ the extent to which the objectives are consistent with the candidate's current levels of managerial effectiveness and personal competence
- ◆ the extent to which the objectives fit in with organisational and other relevant targets
- ◆ the extent to which the objectives are SMART

Up to 6 marks for personal objectives for the assignment. Marks should be awarded on the basis of:

- ◆ how closely the objectives refer to the personal competences which the candidate wishes to develop
- ◆ how clearly the objectives demonstrate that the activity will give the candidate an opportunity to reflect on how these personal competences affect his/her managerial effectiveness
- ◆ the extent to which the objectives are SMART

Up to 5 marks for the human and non-human resources required to complete the activity. Marks should be awarded on the basis of:

- ◆ the extent to which the resources needed (including time) have been clearly and fully identified [maximum of 1 mark]
- ◆ the clarity and accuracy of the explanation of how they will be obtained
- ◆ the clarity and accuracy of the explanation of the candidate's role in managing them

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Up to 3 marks for the actions required to complete the activity. Marks should be awarded on the basis of:

- ◆ The extent to which all the actions taken which the candidate (and others) will have to undertake in order for the activity to be completed are included

Up to 6 marks for a timetable for the completion of the activity. Marks should be awarded on the basis of:

- ◆ the inclusion of a final completion date and significant milestones to reaching this date
- ◆ the incorporation of likely contingencies and the validity of the justification for them
- ◆ how realistic the timetable is with respect to organisational and other targets which the candidate must meet
- ◆ the extent to which the timetable is consistent with the objectives for the activity

Up to 8 marks for criteria to judge managerial effectiveness. Marks should be awarded on the basis of:

- ◆ the range of factors covered by the criteria
- ◆ the relationship between the criteria and the activity chosen by the candidate
- ◆ the extent to which the criteria reflect the candidate's current level of personal competences
- ◆ the extent to which the criteria are likely to enable the candidate to make a valid judgment on her/his managerial effectiveness

Stage 2 Developing:

This stage of the practical assignment will be assessed by the submission of an account and by an individual interview with the tutor (either face to face or remotely by telephone or other means) during which the candidate will be expected to explain the material she/he has submitted.

Where the account of the implementation is in written format, it should be 750–1,250 words long or equivalent. It may include charts and diagrams.

This section is worth **30 marks** which should be allocated as set out below. Throughout credit should be given to candidates who make valid and relevant references to concepts used in other Units in the HNC in Management and Leadership.

Up to 7 marks for an explanation of how the resources needed to carry out the plan were obtained. Marks should be awarded on the basis of:

- ◆ the clarity and comprehensibility of the explanation
- ◆ the extent to which the candidate was required to use her/his initiative in obtaining resources
- ◆ the methods used to obtain resources and why they were chosen

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Up to 8 marks for how the objectives for the activity were communicated to others involved in the completion of the activity. Marks should be awarded on the basis of:

- ◆ the choice of methods of communication and their appropriateness for the persons concerned
- ◆ the extent to which the methods chosen allowed the candidate to extend and develop her/his existing personal competences
- ◆ the reasons given to explain why the methods used were chosen
- ◆ valid comments on how effective the methods were

Up to 8 marks for an analysis of the methods used to monitor the actual progress of the plan against the planned timetable. Marks should be awarded on the basis of:

- ◆ the choice of methods of monitoring or control and their appropriateness for the parts of the activity where they were used
- ◆ the extent to which the methods chosen allowed the candidate to extend and develop her/his existing personal competences
- ◆ the reasons given to explain why the methods used were chosen
- ◆ valid comments on how well the methods worked in practice

Up to 7 marks for an analysis of any corrective action which was required [or an analysis of why no corrective action was needed]. Marks should be awarded on the basis of:

- ◆ the validity of reasons given
- ◆ the extent to which methods of corrective action were suitable in the circumstances [or whether suggested methods would have been suitable]
- ◆ whether corrective action could have been avoided (or how it was actually avoided)

Stage 3 Evaluating:

This stage of the practical assignment will be assessed by the submission of an account and by an individual interview with the tutor (either face to face or remotely by telephone or other means) during which the candidate will be expected to explain the material she/he has submitted.

Where the evaluation is in written format, it should be 750 – 1,250 words long or equivalent. It may include charts and diagrams.

This section is worth **30 marks** which should be allocated as set out below. Throughout credit should be given to candidates who make valid and relevant references to concepts used in other Units in the HNC in Management and Leadership.

Up to 7 marks for an assessment of the extent to which the candidate's personal objectives for the activity have been met. Marks should be awarded on the basis of:

- ◆ making explicit connections between personal objectives and what happened during the course of the activity

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

- ◆ attempts to indicate how closely objectives were met
- ◆ the strength and validity of the reasons given to support points made
- ◆ comprehensive coverage of all personal objectives
- ◆ the use of feedback from others in the evaluation

Up to 7 marks for an assessment of the planning and implementation of the activity in terms of which aspects went well and why and which aspects did not go quite as well and why. Marks should be awarded on the basis of:

- ◆ making reference to several aspects of both the planning and implementing stages
- ◆ clear identification of aspects that went well
- ◆ clear identification of aspects that do not go as well as expected
- ◆ the strength and validity of the reasons given to support points made
- ◆ the use of feedback from others in the assessment

Up to 9 marks for a judgement of personal effectiveness as a manager and the contribution which personal competences have made to managerial effectiveness during the activity. Marks should be awarded on the basis of:

- ◆ making explicit use of the pre-determined criteria
- ◆ making explicit links between personal competences and managerial effectiveness to illustrate the contribution of personal competences
- ◆ a specific, valid and honest conclusion on the candidate's level of managerial effectiveness
- ◆ the strength and validity of the reasons given to support points made
- ◆ comments on the usefulness of the criteria set for the evaluation

Up to 7 marks for recommendations for action to enhance personal competences which will contribute to improved effectiveness as a manager in future managerial activities. Marks should be awarded on the basis of:

- ◆ the extent to which recommendations flow directly from the judgement of personal effectiveness as a manager
- ◆ how realistic the recommendations are likely to be in terms of how likely the candidate is to be able to carry them out
- ◆ the likely usefulness of the recommendations to the candidate in future work as a manager
- ◆ the strength and validity of the reasons given to support points made
- ◆ comments on the support available from others to ensure that the recommendations are carried out

This Unit has the Core Skill of Problem Solving embedded in it. This means that when candidates achieve the Unit, Their Core Skills profile will also be updated to show they have achieved Problem Solving at SCQF level 6.

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

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

© Scottish Qualifications Authority 2012

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Business Development and Customer Support team, telephone 0303 333 0330.

General information for candidates

Graded Unit title: Management and Leadership: Graded Unit 1

This Graded Unit integrates the main knowledge and skills gained in the Units within the HNC in Management and Leadership. It is therefore expected that you will have either completed or are in the process of completing the mandatory Units of your HNC in Management and Leadership. This Graded Unit is based on a project and the assessment is a practical assignment, with three stages (planning, developing and evaluating) which gives you the opportunity to show that you possess the competences needed to operate effectively as a manager.

You are to choose an activity (or a related group of activities) where you are to take responsibility for the achievement of a specific outcome relating to the overall goals of an organisation. This activity could be a one-off assignment chosen especially for the purposes of this Graded Unit or alternately could be part of your normal work as a manager. You should agree the activity with your tutor in advance to ensure that all Evidence Requirements are covered.

There are three stages to this Graded Unit and the main activities in each stage are:

Stage 1 — Planning

You are to produce an account of a plan which includes a brief outline of the activity and why it has been chosen; specific objectives for the activity and your personal objectives for the assignment; identification of human and non-human resources required; the actions required (including yours and those of others involved); a timetable; and criteria to judge managerial effectiveness.

Where your account is in written format, it should be 1,000 – 1,500 words long and can include charts and diagrams.

Stage 2 — Developing

The stage deals with implementation and you are to produce an account which includes how you obtained the resources to carry out your plan; how the objectives were communicated to others involved and why the methods used were selected; the methods used to monitor actual progress of the plan against the timetable; and any corrective action that was required — and why this was necessary.

Where your account is in written format, it should be 750 – 1,250 words long and can include charts and diagrams.

Stage 3 — Evaluating

In this final stage, you are to produce an account evaluating managerial effectiveness during this practical assignment which includes an assessment of the extent to which your personal objectives were met; an assessment of how well the planning and implementation of the activities went; a judgement of your personal effectiveness as a manager; and finally recommendations for action to enhance your effectiveness as a manager in the future.

Where your account is in written format, it should be 750 – 1,250 words long and can include charts and diagrams.

General information for candidates (cont)

Graded Unit title: Management and Leadership: Graded Unit 1

Your project will be marked out of 100 and **you must pass each stage before moving onto the next stage**. Each stage has the following marks:

Planning	40 marks
Developing	30 marks
Evaluation	30 marks

You will be assigned an overall grade which will be based on the following boundaries:

Grade A	=	70%–100%
Grade B	=	60%–69%
Grade C	=	50%–59%