

SQA Advanced Unit specification

General information for centres

Unit title: Management and Leadership in the Public Sector

Unit code: HR2N 48

Unit purpose: This Unit is designed to provide candidates with an understanding of management and leadership processes as they are applied within the public sector. Candidates analyse the role of management and leadership and the role management plays in improving organisational performance in the public sector.

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

- 1 Analyse the role and responsibilities of a manager.
- 2 Analyse the nature of management within the public sector.
- 3 Evaluate approaches to leadership.
- 4 Evaluate management actions to improve organisational performance in the public sector.

Credit points and level: 1 SQA Credit(s) 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 National 1 to Doctorates.*

Recommended prior knowledge and skills: Access to this Unit is at the discretion of the centre. However, it would be beneficial if the candidate had some knowledge of the public sector and the public sector environment. This may be evidenced by possession of SQA Advanced Unit *Public Sector: An Introduction* HR2P 47.

Core Skills: There may be opportunities to gather evidence towards Core Skills in *Problem Solving* and *Working with Others* and *Communication* at SCQF level 6 within 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 could be assessed holistically through the use of case study stimulus material where candidates are required to consider the role of the manager in addressing a performance issue within a public sector setting.

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SQA Advanced 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 role and responsibilities of a manager.

Knowledge and/or Skills

- ◆ Nature of managerial work
- ◆ Responsibilities of managers
- ◆ Managerial attitudes

Outcome 2

Analyse the nature of management within the public sector.

Knowledge and/or Skills

- ◆ Public sector goals and objectives
- ◆ Social and economic goals
- ◆ Stakeholders and stakeholder expectations
- ◆ Public accountability
- ◆ Market orientation

Outcome 3

Evaluate approaches to leadership

Knowledge and/or Skills

- ◆ Management and leadership differences
- ◆ Functions of leader
- ◆ Leadership theories
- ◆ Influences on leadership behaviour

Outcome 4

Evaluate management actions to improve organisational performance in the public sector

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Knowledge and/or skills

- ◆ Performance indicators/measures
- ◆ Performance management and public sector objectives
- ◆ Systematic approaches to performance management
- ◆ Policies and procedures for the management of performance
- ◆ Monitoring and evaluating performance

Evidence Requirements for the Unit

Candidates will need to provide evidence to meet all knowledge and/or skills items by showing that they can within the context of the public sector

- ◆ Analyse the role of the manager. The analysis must
 - identify the nature of managerial work with reference to empirical and theoretical models
 - identify the responsibilities of managers to at least four stakeholders
 - identify managerial attitudes to staff and work
- ◆ Analyse the nature of management. The analysis must
 - identify the impact of public sector goals and objectives upon the managerial process
 - identify the tension between social and economic goals
 - explain the concept of public accountability
 - describe market orientation within the sector and its impact upon the managerial process
- ◆ Evaluate approaches to leadership. The evaluation must
 - identify at least three differences between management and leadership
 - identify at least three functions of a leader within the context of the sector
 - evaluate at least two theoretical models of leadership
 - identify external and internal influences on the leadership process
- ◆ Evaluate management actions to improve organisational performance in the public sector. The evaluation must
 - explain the importance of performance indicators/measures and how performance indicators/measures are developed.
 - explain the link between performance management and public sector objectives and the role of the manager in maintaining this link.
 - explain the need for systematic approaches to performance management and the need for policies and procedures to support performance management
 - explain the role of the manager in monitoring and evaluating the performance of staff

Assessment Guidelines for the Unit

Candidates could be given a case study scenario set in a public sector organisation that requires the consideration of a department, team or individual performance issue. The case study should focus on the role of the manager in turning the given situation around and candidates are required to address all of the areas identified in the Evidence Requirements. It is anticipated that responses to the case study should be in a formal report format.

To ensure that all four outcomes are addressed fully it is recommended that the report is between 2,500-3,000 words not including appendices. Candidates should be encouraged to ensure that all four outcomes are given equal weighting in their final submission.

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Administrative Information

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Unit title:	Management and Leadership in the Public Sector
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Version	Description of change	Date

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SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of SQA Advanced Qualifications.

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SQA Advanced Unit specification: support notes

Unit title: Management and Leadership in the Public Sector

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

This Unit will provide candidates with a general understanding of the managerial process followed by an understanding of the complexities of the public sector and the context that these complexities provide for the managerial process. The role of leadership is then considered and candidates will build upon the knowledge and skills developed in the first three outcomes to evaluate the role of management and leadership in the effective performance of the public sector.

Outcome 1 requires candidates to analyse the role of the manager. A starting point maybe consideration of the planning, organising, communicating, co-ordinating and control approach (Fayol). Empirical models such as Mintzberg and Stewart may also help. The responsibilities of managers to the organisation and organisational stakeholders eg senior management, staff, the public, colleagues and themselves should be identified. Attitudes to work such as Theory X, Theory Y and Theory Z could also be included.

Outcome 2 follows on from the previous one and candidates are required to analyse the nature of the management process within the setting of the public sector. Discussion of public sector goals and objectives and the tensions that exist between social and economic objectives is a key element of this Outcome. The influence of the 'market oriented' approach on public sector organisation through discussion of examples of CCT, VFM, Best Value and other effective/efficiency models could be considered. The range of stakeholders, eg government, civil servants, Trade Unions, 'customers' and the wider community, and the influence of stakeholders on the managerial process.

Outcome 3 requires a consideration of leadership contrasting leadership and management; reference to Kotter or Zalzenik may assist. The functions of a leader in setting strategic vision, defining and setting tasks to achieve that vision and maintaining cohesion and morale may be explored as well as other approaches eg action centred leadership. Theoretical models of leadership — Trait; Behavioural (Ohio, Tannenbaum and Schmidt, Blake and Mouton, Lewis); Contingency (Fiedler, Hersey and Blanchard); and Transformational models (Kanter) models may be explored. Influences on leadership behaviour such as organisational culture, and stakeholder expectations should be considered.

The final Outcome attempts to pull the previous three outcomes in a discussion of public sector performance and the managerial role in supporting an effective and efficient public sector organisation. The use of performance indicators and measures to drive public sector performance may provide a useful start for this Outcome. The need for systematic performance management systems — strategy, goals and objectives, performance appraisal, monitoring and evaluation and clear communication — should be explored. The role of the manager in managing and leading this process should be clear throughout.

Guidance on the delivery and assessment of this Unit

Centres are recommended to follow the sequence of the outcomes as presented over 40 hours.

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The delivery of this Unit should be candidate centred and the approach may vary from group to group. A variety of teaching and learning approaches could be utilised throughout this Unit, eg tutor exposition, class and group discussion, news articles, internet research, individual and group research, study visits and guest speakers. Examples should be derived from different public sector organisations to highlight both the similarities and the differences within the sector. The use of newspapers, television and radio broadcasts may assist in furthering classroom discussion and ensuring that the content and context of this Unit is current.

The delivery of the Unit should attempt to embrace as wide a spectrum of the public sector and public sector management as possible. However, as stated in the General Guidance for Centres, this Unit could be assessed holistically through the use of case study stimulus material where candidates are required to consider the role of the manager in addressing a performance issue within a single public sector organisation. The case study could reflect the position of the chosen organisation within the public sector as a whole thus providing the wider context needed for this Unit but at the same time allow the candidate to focus their responses on the stimulus material. It is important to ensure that candidates give equal weighting to each Outcome to ensure full coverage of the Evidence Requirements.

Opportunities for developing Core Skills

This Unit offers opportunities to develop Core Skills in Problem Solving, Working with Others and Communication at SCQF level 6.

The use of group and classroom discussion, research and investigation in the delivery of this Unit provides opportunities for meeting the requirements of the Working with Others Core Skill. In addition the nature of management study includes consideration of management theories, models and practice as to how best to support to encourage, motivate, support and lead staff to maintain effective performance and meet organisational objectives.

Candidates are required to analyse in depth the nature of management and in particular management in the public sector. Additionally, candidates are required to evaluate leadership models and to evaluate management actions to improve performance all of which require complex problem solving skills. The use of case studies to develop problem-solving skills and the use of a holistic case study as the final assessment will require candidates to have developed a high problem solving skill level.

The subject develops candidates Communication skills through directed reading activities throughout the delivery of the Unit eg newspaper and web produced articles as well as listening and observational skills in news programmes and broadcasts. The final assessment requires candidates to produce a written report of circa 2,500 words in an acceptable management format.

Open learning

If the Unit is delivered by open or distance learning models, additional resources will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA guide: *Assessment and Quality assurance for Open and Distance Learning* (A1030, February 2001)

Equality and inclusion

This unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

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General information for candidates

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This Unit is designed to provide you with an understanding of management and leadership processes as they are applied within the public sector. You will analyse the role of management and leadership and the role that management plays in improving organisational performance in the public sector. The Unit is ideally suited to someone working within the public sector and is seeking to progress a managerial career. Equally, the Unit provides a good preparation for someone seeking to pursue a career in the public sector.

The public sector is a very large and diverse sector including central government, local government, the NHS as well as other 'quasi' or 'semi' public owned organisations. This Unit will derive examples from across the sector in order to provide as wide a range of examples as possible in order that you may gain a good understanding of the managerial and leadership issues within the public sector.

In Outcome 1 you will be introduced to the management as a general subject exploring the nature of management, the roles of management and some of the theories of what management is and what management does.

Outcome 2 looks at management within the public sector and why management in the public sector requires particular consideration. This Outcome will consider the complexities of the sector, the influences on the sector and the conflicting demands of the many different people and stakeholders involved and how these impact on the management process.

In the third Outcome you will look at leadership within the public sector and why leadership is such an important issue for the sector. Consideration of the theories of leadership, the functions of leaders and the issues facing leaders in the sector will be explored.

The final Outcome pulls together the previous three and looks at management actions in improving public sector management performance. Performance indicators and measures used in the sector will be explored and their relevance to the management process will be evaluated. Additionally, you will evaluate performance management and management systems and the role the manager plays in this process.

The assessment for this Unit will require you to examine a case study that outlines a performance issue and you will be required to provide a report of 2500-3000 words that analyses and reports on your findings. Within your report you should ensure that all sections are given equal weighting.

There may be opportunities to gather evidence towards Core Skills in Problem Solving and Working with Others and Communication at SCQF level 6 within this Unit, although there is no automatic certification of Core Skills or Core Skills components.

The content of the Unit will be made relevant through the use of websites, newspapers, TV and radio programmes, public sector examples and case studies. It would be helpful if you before and during your study for this Unit read newspapers, watched and listened to News programmes and other current affairs programmes and broadcasts.