

SQA Advanced Unit specification

General information for centres

Unit title: Supervision and Management

Unit code: HW8N 47

Unit purpose: This Unit is designed to enable candidates to utilise the tasks and processes of supervision and management in order to improve organisational effectiveness. The application of these tasks and processes in a team situation is also explored.

On completion of this Unit the candidate should for a given situation be able to:

- 1 Apply management activities needed to supervise a task.
- 2 Propose a structure to improve organisational effectiveness for a given task.
- 3 Advise on the role of management in developing and promoting team working.

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

Recommended prior knowledge and skills: While access to this Unit is at the discretion of the centre it would be beneficial if candidates have some experience of taking management responsibility within a team or participating as a member of team. It would also be beneficial if candidates had achieved Communication at SCQF level 6 before undertaking this Unit.

Core Skills: There are opportunities to develop the Core Skills of *Working with Others*, *Communication* and *Problem Solving*, 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: The assessment(s) could be based on a practical management task or tasks that cover all three Outcomes. Evidence of work completed could be maintained in a portfolio and reports used to supplement the evidence where appropriate.

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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

Apply management activities needed to supervise a task

Knowledge and/or Skills

- ◆ Objectives
- ◆ Planning Process
- ◆ Decision Making Process
- ◆ Control Methods

Evidence Requirements

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

- ◆ set at least three objectives for a task which relate to the overall organisational objectives. The objectives must be SMART ie Specific, Measurable, Achievable, Realistic and Timebound; must include reference to the strategic objectives (ie mission) and include primary and secondary objectives.
- ◆ apply the steps in the planning process in relation to the achievement of the task. Steps must include objectives, assessment of position, generate alternatives, analyse and choose, implement and evaluate.
- ◆ explain the decision making process. The explanation must include the main steps in the decision making process and cover strategic, operational and tactical decisions and routine and non-routine decisions.
- ◆ apply appropriate control methods. The control methods applied should be appropriate to the objectives previously identified.

Assessment Guidelines

The assessment for this Outcome could be based on a practical management task or tasks that can be combined with Outcome 2 and 3. Evidence of work completed could be maintained in a portfolio and reports used to supplement the evidence where appropriate.

Outcome 2

Propose a structure to improve organisational effectiveness for a given task

Knowledge and/or Skills

- ◆ Organisational Structures
- ◆ Functional Areas
- ◆ Authority, responsibility and delegation
- ◆ Communication Networks

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can for a given task;

- ◆ propose an organisation structure appropriate to the strategic and organisational objectives. The proposal must be supported by an explanation that covers at least four different structures from functional, product, geographic, matrix, hybrid, network, flat and boundary less structures.
- ◆ explain authority, responsibility and delegation in relation to the proposed structure.
- ◆ explain the relationship between relevant functional areas and how these relationships contribute to organisational effectiveness.

Assessment Guidelines

The assessment for this Outcome could be based on a practical management task or tasks that can be combined with Outcome 1 and 3. Evidence of work completed could be maintained in a portfolio and reports used to supplement the evidence where appropriate.

Outcome 3

Advise on the role of management in developing and promoting team working

Knowledge and/or Skills

- ◆ Group
- ◆ Team
- ◆ Team Roles
- ◆ Motivation
- ◆ Leadership

Evidence Requirements

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

- ◆ explain group dynamics and the stages in group development. The explanation must include Tuckman's model of group development and at least two other theorists or approaches to group dynamics.
- ◆ explain at least three differences between a team and a group. The explanation must include at least three benefits of team working to organisational effectiveness.
- ◆ evaluate strategies for team building. The evaluation must include the use of team roles, motivational strategies and leadership strategies in team building and development.
- ◆ advise on the benefits to management of team working.

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Assessment Guidelines

The assessment(s) could be based on a practical management task or tasks that cover all three Outcomes.

The assessment could be based on a work situation or an organisational case study. Evidence of work completed could be maintained in a portfolio and reports used to supplement the evidence where appropriate.

The task could be one where candidates consider the management activities required to undertake a task and how the organisation may best structure to achieve the task. The use of teams and how a team culture may assist in achieving the task could also be included to ensure that all three Outcomes are covered.

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Administrative Information

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Source: SQA

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SQA Advanced Unit specification: support notes

Unit title: Supervision and 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 40 hours.

Guidance on the content and context for this Unit

This Unit is designed to enable candidates to utilise the tasks and processes of supervision and management in order to improve organisational effectiveness. The application of these tasks and processes in a team situation is also explored. It would be beneficial if candidates have some experience of taking management responsibility within a team or participating as a member of team. The use of case studies and class based exercises will assist in developing a number of concepts throughout the Unit.

Outcome 1

Outcome 1 deals with the management activities of planning, leading, motivating, controlling and co-ordinating. It could be useful to explore different approaches to the definitions of management such as those put forward by Fayol and Mintzberg as a basis for discussion. The need for SMART objectives that relate to the organisational objectives should be examined. The steps in the planning process should be covered as should the steps in the decision making process. Centres could highlight the issues facing both processes within the public, private and not for profit sectors.

Candidates could consider appropriate control methods for a range of objectives and examine how performance against these standards could be measured. This could assist candidates in developing control measures for the objectives set earlier in this Outcome.

Outcome 2

Outcome 2 looks at the role of structure in ensuring organisational effectiveness and in so doing the achievement of the organisations goals and objectives. This is important because supervision can only take place in an organisational context and supervisors should recognise the importance of this. Organisation structures from different sectors could be covered to enable candidates to examine the relationship between strategy and structure. Different structures such as functional, product, geographic, matrix, hybrid, team, flat and network structures could be explored. Explanations of authority, responsibility and delegation in relation to the organisation structures could be discussed. The principal functions of finance, production, operations, HR and Marketing within the structure could be discussed alongside ideas of staff and line relationships. The context within which supervision takes place can be influenced by the organisation's environment and by the strategy which it decides to pursue. The relationships between organisational structure, strategy and the environment could be explored and there are a number of theorists that could be considered, eg Burns and Stalker, Chandler, Mintzberg, Lawrence and Lorsch.

Outcome 3

Outcome three considers the role of team in achieving organisational effectiveness starting with differences between a team and a group. The use of Tuckman's group development stages and theories relating to group dynamics, eg Mayo, Janis, Likert could be explored. The benefit of team working to organisational effectiveness should be considered. It may be beneficial to explain that team working may be closely related to organisational culture using definitions from theorists such as

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Deal and Kennedy Katzenbach and Smith; Kanter; and Hackman. The role of teams, team building including leadership and motivation theories could all be included.

Guidance on the delivery and assessment of this Unit

This Unit is designed to enable candidates to utilise the tasks and processes of supervision and management in order to improve organisational effectiveness. As such it may be used as standalone Unit or as an optional Unit with an existing SQA Advanced Certificate/Diploma framework. Opportunities should be taken to link or integrate with other aspects of the course and a thematic approach adopted for both delivery and assessment to ensure relevance to the cohort group.

It may be advisable to assess all Outcomes together as one project and ask candidates to gather evidence in the form of a portfolio. Where appropriate candidates could be asked to support any evidence provided with a report or small reports.

This is a practical Unit and delivery methods should reflect this. It is possible that this Unit could be delivered as part of a work-based programme designed to meet the requirements of a particular employer or candidate.

The Unit could be delivered through practical exercises, case studies, group discussion and workplace examples. In Outcome 1 the use of examples in setting objectives in different types of business setting and at different levels could be explored. Candidates may, for example, be able to use tasks which they have undertaken or have completed in their own workplace. However, in both cases there should be sufficient supporting evidence. A case study or practical example may also be used to enable candidates' understanding of the processes involved. The objectives set should be SMART and should provide the basis for performance standards in the organisation.

Outcome 2 requires candidates to understand the relationship between strategy, structure and organisational effectiveness. Candidates could consider alternative structural forms and their respective advantages and disadvantages and how the chosen structure may contribute to the organisation's success. Use of examples and case studies could also aid the delivery of this Outcome.

Outcome 3 looks at team working and team building and how this may assist the organisation to achieve its objectives. The Outcome provides scope to use practical team building exercises to reinforce any theory.

The task could be one where candidates consider the management activities required to undertake a task and how the organisation may best structure to achieve the task. The use of teams and how a team culture may assist in achieving the task could also be included to ensure that all three Outcomes are covered.

The assessment(s) could be based on a practical management task or tasks (real or case study based) that cover all three Outcomes. The assessment could be based on a work situation or an organisational case study. Evidence of work completed could be maintained in a portfolio and reports used to supplement the evidence where appropriate.

Opportunities for developing Core Skills

There are opportunities to develop the Core Skills of *Working with Others*, *Communication* and *Problem Solving*, at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Outcome 1 requires candidates to apply management activities required to complete a task in a given situation. The Outcome requires an understanding of the processes of planning and the processes of decision making. The assessment for this Outcome particularly if combined with the other two

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Outcomes as a single assessment should enable candidates to cover all the elements of the Core Skill *Problem Solving* at SCQF level 6.

Outcome 3 is based on team building, motivation and if assessed as part of single Unit assessment should enable candidates to meet all elements of the Core Skill *Working with Others* at SCQF level 6.

All elements of the Core Skill *Communication* at SCQF level 6 could be covered if the candidate presents written reports to support the evidence provided and the oral element if the task includes oral presentation of the task to the team in Outcome 3.

Open learning

This Unit could be delivered by open learning or other distance learning modes providing the centre makes appropriate provision for assessment.

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.

General information for candidates

Unit title: Supervision and Management

This Unit is designed to enable you to utilise the tasks and processes of supervision and management in order to improve organisational effectiveness. The Unit may be used as a standalone Unit or as an optional Unit with an existing SQA Advanced Certificate/Diploma framework. It may be possible to link or integrate this Unit with other aspects of any course that you are studying. You should discuss this with your tutor.

This is a practical Unit and delivery methods will probably reflect this. It is possible that you may study this Unit as part of a work-based programme designed to meet the requirements of your employer.

In Outcome 1 your study could involve practical exercises, case studies, group discussion and workplace examples to assist your understanding of how to apply the management activities required to complete a task. You will look at setting objectives in different types of business organisation and at different levels within the organisation. You may, for example, be able to use tasks which you have undertaken or have completed as evidence for this Outcome although you will have to discuss this approach with your tutor. A case study or practical example may also be used to enable your understanding of the processes involved. The objectives you set should be SMART and should provide the basis for performance standards in the organisation.

In Outcome 2 you will look at the relationship between strategy, structure and organisational effectiveness. You will be asked to consider alternative structural forms and their respective advantages and disadvantages and how a structure may contribute to organisational success. Again, you may use industry examples and case studies to aid your understanding of these aspects of supervision and management.

In Outcome 3 you will look at team working and team building and how this may assist the organisation to achieve its objectives. The delivery of this Outcome may entail the use of practical team building exercises to reinforce the theory.

The Unit may be assessed as one project and you may be asked to gather evidence in the form of a portfolio. In addition, you could be asked to support your evidence with an additional report or a number of small reports. Your tutor will advise you as to the approach required.

Throughout, this Unit there may be opportunities to develop the Core Skills of *Working with Others*, *Communication* and *Problem Solving*, at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.