

Higher National Unit Specification

General information for centres

Unit title: Managing Construction Organisations

Unit code: DW43 35

Unit purpose: This Unit is designed to enable candidates to gain knowledge and understanding of the different approaches to managing a construction organisation.

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

- 1 Explain the nature of organisations in the construction industry.
- 2 Review team working and the necessary management skills required leading a team within a construction environment.
- 3 Describe the different approaches to organising people within a construction workplace.

Credit points and level: 1 HN 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.*

Recommended prior knowledge and skills: It would be an advantage for candidates to have good communication skills. The Unit includes all the basic principles necessary to allow candidates possessing other qualifications or experience to succeed in this Unit.

Core Skills: There are opportunities to develop the Core Skill of Communication 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: It is possible to assess candidates either on an individual Outcome basis, combination of Outcomes or by a single holistic assessment combining all Outcomes. The assessment paper/s should be composed of an appropriate balance of short answer, restricted response and structured questions. Assessments should be conducted under supervised controlled conditions. A single assessment covering all Outcomes should not exceed 2 hours in duration. It should be noted that candidates must achieve all the minimum evidence specified for each Outcome in order to pass this Unit.

General information for centres (cont)

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.

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

Explain the nature of organisations in the construction industry

Knowledge and/or skills

- ◆ Organisation and Control
- ◆ Elements of the formal organisation
- ◆ Elements of the informal organisation
- ◆ Organisational goals and objectives

Evidence Requirements

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

- ◆ describe and explain the nature of organisations in the construction industry

Evidence for the knowledge and/or skills for this Outcome will be provided on a sample basis. In any assessment of this Outcome a minimum of **two out of four** knowledge and/or skills items should be sampled. In order to ensure that candidates will not be able to foresee what items they will be questioned on, a different sample of knowledge/skill items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to both items.

Evidence should be generated through assessment undertaken in controlled, supervised conditions. Assessment should be conducted under closed-book conditions and as such candidates should not be allowed to bring any textbooks handouts or notes to the assessment.

Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

The assessment of this Outcome might be combined with that for Outcomes 2 and 3 to form a single assessment paper.

Higher National Unit specification: statement of standards (cont)

Unit title: Managing Construction Organisations

Outcome 2

Review team working and the necessary management skills required to lead a team within a construction environment

Knowledge and/or skills

- ◆ The meaning and importance of motivation and leadership as part of the management process
- ◆ An understanding of the main factors that influence team working
- ◆ Improving job performance
- ◆ Explain different management styles
- ◆ Measures of managerial effectiveness

Evidence Requirements

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ describe and explain the management and operation of teams in the construction industry

Evidence for the knowledge and/or skills for this Outcome will be provided on a sample basis. In any assessment of this Outcome a minimum of **three out of five** knowledge and/or skills items should be sampled. In order to ensure that candidates will not be able to foresee what items they will be questioned on, a different sample of knowledge/skill items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to all three items.

Evidence should be generated through assessment undertaken in controlled, supervised conditions. Assessment should be conducted under closed-book conditions and as such candidates should not be allowed to bring any textbooks handouts or notes to the assessment.

Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

The assessment of this Outcome might be combined with that for Outcomes 1 and 3 to form a single assessment paper.

Outcome 3

Describe the different approaches to organising people within a construction workplace

Knowledge and/or skills

- ◆ Authority, responsibility and delegation
- ◆ Dividing and grouping activities together
- ◆ Alternative forms of structure
- ◆ Organisational design

Higher National Unit specification: statement of standards (cont)

Unit title: Managing Construction Organisations

Evidence Requirements

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ identify and describe the organisation of human resources in a construction workplace

Evidence for the knowledge and/or skills for this Outcome will be provided on a sample basis. In any assessment of this Outcome a minimum of **two out of four** knowledge and/or skills items should be sampled. In order to ensure that candidates will not be able to foresee what items they will be questioned on, a different sample of knowledge/skill items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to both items.

Evidence should be generated through assessment undertaken in controlled, supervised conditions. Assessment should be conducted under closed-book conditions and as such candidates should not be allowed to bring any textbooks handouts or notes to the assessment.

Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

The assessment of this Outcome might be combined with that for Outcomes 1 and 2 to form a single assessment paper.

Administrative Information

Unit code:	DW43 35
Unit title:	Managing Construction Organisations
Superclass category:	AF
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Higher National Unit specification: support notes

Unit title: Managing Construction Organisations

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 has been written in order to allow candidates to develop knowledge understanding and skills in the following areas:

- 1 The nature of organisations in the construction industry.
- 2 Team working and the necessary management skills required leading a team within a construction environment.
- 3 The different approaches to organising people within a construction work place.

This Unit at SCQF level 7 is a mandatory Unit within the HND Construction Management and Facilities Management.

In designing this Unit the Unit writers have identified the range of topics they would expect to be covered by lecturers. The writers have also given recommendations as to how much time should be spent on each Outcome. This has been done to help lecturers to decide what depth of treatment should be given to the topics attached to each of the Outcomes.

1 Explain the nature of organisations in the construction industry. (12 hours)

◆ Organisation:

- Definition and scope of organisations in construction
- Goals
- Objectives
- Policy
- Elements of formal organisation
- Internal and external environment
- Elements of informal organisation
- Stakeholders
- Type of Control

2 Review team working and the necessary management skills required leading a team within a construction environment. (12 hours)

◆ Team Working:

- Characteristics of effective teams
- Models of team development — Tuckman, Belbin
- Improving team cohesiveness and performance — job design, empowerment, work organisation, management of rewards both financial and non-financial
- Management Skills:
- Leadership Theories: Behavioural, Contingency, Situational, and Transformational
- Motivation Theories: Content, Process

Higher National Unit specification: support notes (cont)

Unit title: Managing Construction Organisations

— Measures of managerial effectiveness

3 Describe the different approaches to organising people within a construction workplace. (14 hours)

- ◆ Line, staff, functional and lateral relationships
- ◆ Authority, responsibility and delegation
- ◆ Hierarchical structure
- ◆ Matrix structure
- ◆ Hybrid structure
- ◆ Division by function product or service, location
- ◆ Contingency Models
- ◆ Task, Technology, Size

Guidance on the delivery and assessment of this Unit

It is recommended that evidence for learning Outcomes is achieved through well planned course work, assignments and projects. Assessment may be formative and summative and both may feature as part of the process. Although assessments must be focused on the individual achievement of each candidate, group work and role play activities may contribute to the assessment. Case studies, integrative assignments and project work will help to link this Unit with other related Units.

The volume of evidence required for each assessment should take into account the overall number of assessments being contemplated within this Unit and the design of the overall teaching programme.

In designing the assessment instrument/s, opportunities should be taken to generate appropriate evidence to contribute to the assessment of Core skills Units.

Where available, evidence from the workplace can also be incorporated to enhance the learning Outcomes, provided that this evidence is appropriate and authenticated as the candidate's own work.

Opportunities for developing Core Skills

The following grid provides a general guide to opportunities for the development of Core Skills in this Unit. Opportunities for the development of Core Skills at the output level are more fully identified in the Core Skills Signposting Guide.

Higher National Unit specification: support notes (cont)

Unit title: Managing Construction Organisations

Core Skill	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
1 Communication					
Reading					
Writing	✓	✓	✓		
Oral					
2 Numeracy					
Using Number					
Using Graphical Information					
3 IT					
Using Information Technology					
4 Problem Solving					
Critical Thinking					
Planning and Organising					
Reviewing and Evaluating		✓			
5 Working with Others					

Open learning

Given that appropriate materials exist this Unit could be delivered by distance learning, which may incorporate some degree of on-line support. However with regard to assessment planning would be required by the centre concerned to ensure the sufficiency and authenticity of candidate evidence. Arrangements would be required to be put in place to ensure that assessments were conducted under controlled, supervised conditions.

Candidates with additional support needs

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. 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: Managing Construction Organisations

This Unit has been designed to allow you to develop knowledge, understanding and skills in managing construction organisations with emphasis on team working and factors which influence performance.

- 1 Explain the nature of organisations in the construction industry.
- 2 Review team working and the necessary management skills required leading a team within a construction environment.
- 3 Describe the different approaches to organising people within a construction workplace.

The formal assessment for the Unit may be undertaken as one single assessment paper lasting no more than two hours or learning Outcomes individually assessed. Whichever assessment process is adopted it will be conducted under controlled supervised conditions