



Higher National Unit specification

General information for centres

Unit title: Additional Support Needs: Effective Leadership and Management

Unit code: F2BK 35

Unit purpose: This Unit is designed to develop the candidate's knowledge and understanding of leadership and management in ASN settings. The candidate will require to examine a range of theoretical and practice-based perspectives relating to advanced practice and management in an ASN setting.

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

- 1 Evaluate effective working practices in an ASN setting.
- 2 Evaluate leadership and management in an ASN setting.
- 3 Investigate effective strategies for continuing professional development and training for staff in an ASN setting.

Credit points and level: 2 HN credits at SCQF level 8: (16 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: There is no prescribed entry requirement for this Unit. However, it would be beneficial if candidates had some experience of working with individuals with ASN.

Core Skills: There is no automatic certification of Core Skills or Core Skills components in this Unit. However, there may be opportunities to gather evidence towards the Core Skills of Communication and Problem Solving.

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 is a mandatory Unit in the HND Additional Support Needs: Managing and Supporting the Service.

Assessment: This Unit is assessed by three instruments of assessment. Outcomes 1 and 2 are assessed by separate reports of 1,200–1,500 words each. Outcome 3 is assessed by an extended response (1,200–1,500 words).

Higher National Unit specification: statement of standards

Unit title: Additional Support Needs: Effective Leadership and Management

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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 effective working practices in an ASN setting

Knowledge and/or Skills

- ◆ Individual, group and team approaches in the workplace
- ◆ Team characteristics
- ◆ External factors that contribute to the operation of effective teams
- ◆ Relevant theories relating to team work

Evidence Requirements

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

- ◆ identify and evaluate the different approaches shown by individuals, groups and teams within the workplace
- ◆ identify team roles based on knowledge of theory
- ◆ evaluate the contributions of team members to the dynamics of their team
- ◆ assess the impact of external agencies on the day to day operation of workplace teams
- ◆ describe the factors which contribute to or detract from the effectiveness of the team

Assessment Guidelines

Outcome 1 is assessed by a report of approximately 1,200–1,500 words to cover the Evidence Requirements.

Higher National Unit specification: statement of standards (cont)

Unit title: Additional Support Needs: Effective Leadership and Management

Outcome 2

Evaluate leadership and management in an ASN setting

Knowledge and/or Skills

- ◆ An understanding of the motives and needs of team members in order to establish effective parameters for the day to day organisation of the workplace
- ◆ Team working skills
- ◆ Management and leadership skills
- ◆ Effective communication with other team members
- ◆ Effective support that enables individual and team development
- ◆ Decision-making techniques
- ◆ Stress management techniques
- ◆ Relevant management/leadership theories
- ◆ Change management techniques

Evidence Requirements

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

- ◆ understand the motives and needs of team members to inform on the day to day organisation of the workplace
- ◆ communicate effectively with other team members
- ◆ evaluate theories of motivation and need in relation to team members to enable them to achieve the goals of the organisation
- ◆ evaluate styles of leadership to assess their suitability to support the needs of the recipient
- ◆ analyse and evaluate working conditions which support strategies of clear communication, including effective feedback on achievement of goals and targets
- ◆ demonstrate an understanding of how motivation and empowerment of team members is achieved by delegation of responsibility
- ◆ effective management of stress
- ◆ analyse situations and effective decision-making techniques
- ◆ evaluate the factors leading to change
- ◆ describe appropriate methods to manage transition

Assessment Guidelines

Outcome 2 is assessed by a report of approximately 1,200–1,500 words.

Higher National Unit specification: statement of standards (cont)

Unit title: Additional Support Needs: Effective Leadership and Management

Outcome 3

Investigate effective strategies for continuing professional development and training for staff in an ASN setting

Knowledge and/or Skills

- ◆ Needs of the team and the organisation for continuing professional development and training
- ◆ CPD/training models
- ◆ Goals and objectives setting
- ◆ Effective strategies for staff development and training
- ◆ Appraisal systems
- ◆ Policies and procedures for recording continuing professional development
- ◆ Effective strategies to enable continuing professional development (CPD)

Evidence Requirements

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

- ◆ investigate CPD/training models in relation to the needs of staff, the requirements of regulatory agencies and the particular setting
- ◆ investigate the training needs for a minimum of two members of the team
- ◆ evaluate systems for CPD and apply them effectively within an appraisal system

Assessment Guidelines

This Outcome is assessed by an extended response of between 1,200–1,500 words.

Administrative Information

Unit code: F2BK 35

Unit title: Additional Support Needs: Effective Leadership and Management

Superclass category: AF

Original date of publication: February 2007

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History of changes:

Version	Description of change	Date

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Higher National Unit specification: support notes

Unit title: Additional Support Needs: Effective Leadership 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 80 hours.

Guidance on the content and context for this Unit

This Unit is a mandatory Unit in the framework for the HND Additional Support Needs: Managing and Supporting the Services. This Unit requires that the candidate undertakes research on aspects of leadership and working practices by observation and by investigation through publications and case studies.

Outcome 1

This Outcome looks at the theories and influences underpinning effective working within a team. The following should be covered in this Outcome:

- ◆ Theories relating to individual, group and team working
- ◆ Effective working practices
- ◆ Team dynamics and team role theory in relation to the composition of teams
- ◆ Team characteristics
- ◆ Internal and external factors which may influence the effective operation of the team

Outcome 2

For Outcome 2 candidates should examine leadership and management skills and identify the merits of particular types of leadership which would suit the specific ASN environment. Issues to be covered should include motivation, communication, conflict resolution and stress management. Styles of leadership should be explored and those used within the setting examined and evaluated for their effectiveness. The working conditions within the setting that may influence change should be explored and change management techniques should also be covered. It is important for candidates to recognise and understand how management and leadership styles can affect motivation, team working and service delivery.

Outcome 3

Outcome 3 should cover strategies for promoting and supporting continuing professional development and training in one particular setting/organisation. The content for this Outcome should include:

- ◆ Training needs analysis
- ◆ Training available within the setting
- ◆ Investigating alternative opportunities for training
- ◆ CPD/training models
- ◆ Goals and objectives setting
- ◆ Effective strategies for staff development and training
- ◆ Appraisal systems
- ◆ Policies and procedures for recording continuing professional development
- ◆ Effective strategies to enable continuing professional development (CPD)

Higher National Unit specification: support notes (cont)

Unit title: Additional Support Needs: Effective Leadership and Management

Where possible, this Outcome should focus on the workplace or work placement environment of the candidate.

Guidance on the delivery and assessment of this Unit

This Unit should, where possible, be delivered in the context of the work situation or work placement of the candidate, and should relate to particular issues relating to workplace practice in an ASN setting. However, it should also allow opportunities to explore broad issues relating to work practices, teamwork, leadership and management in general.

Outcome 1

This Outcome looks at the theories underpinning leadership and management and the impact on team working. A range of theories should be examined. Case studies could be used to stimulate discussion and illustrate issues.

Assessment is by a report of 1,200–1,500 words.

Outcome 2

Outcome 2 requires that candidates write a report on issues relating to effective working practices and on the importance of interpersonal relationships in the workplace. In examining personal relationships in the workplace, candidates should relate the interactions to the needs, drives, motives and personalities presented and should justify their conclusions. Where possible, candidates should draw on their own experiences in the workplace. Their knowledge and understanding of these issues could be supplemented by a case study/case studies.

The Outcome should provide the opportunity for the candidate to observe and discuss effective working practices on his/her working environment. There should be opportunities for observation and for group discussion.

Delivery should also focus on evaluating styles of communication and suggesting improvements including the management of conflict situations. Candidates should be encouraged to explore decision making/problem solving and change management. A case study approach could be used to evaluate the various leadership styles.

Assessment is by the production of a report of 1,200–1,500 words.

Outcome 3

For Outcome 3, candidates should be made aware of the importance of clear goals that are influenced by the needs of staff, the organisation, external agencies and society. Staff development should be related to the above requirements so that it is integral to an effective performance review system and to the achievement of goals.

Higher National Unit specification: support notes (cont)

Unit title: Additional Support Needs: Effective Leadership and Management

This Outcome is assessed by an extended response which should cover the principles that underpin performance review and link it to goals influenced by internal and external factors. Candidates will require to evaluate examples of appraisal (performance review management), including goal setting, assessment of individual training needs and continuing professional development. Some candidates may not have had experience of performance review (appraisal) in their establishment. For such candidates, group discussion, case studies and scenarios could be used.

The extended response should be of approximately 1,200–1,500 words.

Opportunities for developing Core Skills

There is no automatic certification of Core Skills in this Unit. However, there may be opportunities to develop aspects of core skills components in Communication (Written Communication — all Outcomes) and Problem Solving (Analysis — all Outcomes).

Open learning

This Unit may be suitable for open learning/blended learning delivery.

Candidates with disabilities and/or additional support needs

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. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (www.sqa.org.uk).

General information for candidates

Unit title: Additional Support Needs: Effective Leadership and Management

This Unit is a mandatory Unit in the HND Additional Support Needs: Managing and Supporting the Service. It is designed to further develop your knowledge and understanding of leadership and management in ASN settings. You will examine a range of theoretical and practice-based perspectives relating to advanced practice and management in an ASN setting.

There are three Outcomes covering:

- ◆ Generic management and leadership theories
- ◆ Investigating how these theories influence practice and team-building and how they may be applied within an ASN setting/organisation
- ◆ Looking at strategies to support staff development, training and continuing professional development (CPD)

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

- 1 Evaluate effective working practices in an ASN setting.
- 2 Evaluate leadership and management in an ASN setting.
- 3 Investigate effective strategies for continuing professional development and training for staff in an ASN setting.

This Unit is assessed by three instruments of assessment. Outcomes 1 and 2 are assessed by separate reports of 1,200–1,500 words each. Outcome 3 is assessed by an extended response (1,200–1,500 words).

This Unit is at SCQF level 8 and carries 16 SCQF credit points.