

-SQA- SCOTTISH QUALIFICATIONS AUTHORITY

HIGHER NATIONAL UNIT SPECIFICATION

GENERAL INFORMATION

-Unit Number- **6412516**
-Superclass- **AF**
-Title- **MANAGERIAL EFFECTIVENESS**

-DESCRIPTION-

GENERAL COMPETENCE FOR UNIT: Demonstrating personal competence in relation to the planning, executing and reviewing of a range of managerial tasks.

OUTCOMES

1. plan own contribution, and necessary contribution of others, to the achievement of organisational goals;
2. organise self and engage others to undertake necessary activities to organisationally acceptable standards;
3. execute the agreed plan, taking account of contingencies;
4. monitor, review and evaluate activities in order to maximise achievement and prepare for future action.

CREDIT VALUE: 2 HN Credits

ACCESS STATEMENT: Access is at the discretion of the presenting centre. However, it would be preferable if the candidate had previous competence in a range of managerial skills.

This may be evidenced by the achievement of the following Higher National Units: 6412496 Managing Activities; Managing Resources; 6412506 Managing People and Teams; 8460416 Managing Information comprising the core units of the HNC Management or equivalent, or by the provision of satisfactory evidence of prior work experience at a junior managerial level.

For further information contact: Committee and Administration Unit, SQA, Hanover House, 24 Douglas Street, Glasgow G2 7NQ.

Additional copies of this unit may be purchased from SQA (Sales and Despatch section). At the time of publication, the cost is £1.50 (minimum order £5.00).

HIGHER NATIONAL UNIT SPECIFICATION

STATEMENT OF STANDARDS

UNIT NUMBER: 6412516

UNIT TITLE: MANAGERIAL EFFECTIVENESS

Acceptable performance in this unit will be the satisfactory achievement of the standards set out in this part of the specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

OUTCOME

1. PLAN OWN CONTRIBUTION, AND NECESSARY CONTRIBUTION OF OTHERS, TO THE ACHIEVEMENT OF ORGANISATIONAL GOALS

PERFORMANCE CRITERIA

- (a) The identification of objectives to be met is clear and in accordance with organisational policies.
- (b) The identification of the activities appropriate to the achievement of the plan is clear and in accordance with organisational policies.
- (c) The measurement of effectiveness and achievement shows commitment to excellence and is in accordance with organisational policies.
- (d) The estimation of variables associated with the completion of the plan is appropriate to organisational policies.
- (e) The presentation of the plan is clear, contains all necessary elements and is in accordance with organisational policies.
- (f) The establishment of a timetable of events is complete with respect to planned activities and in accordance with organisational expectations.

RANGE STATEMENT

The range statement for this outcome is fully expressed in the performance criteria.

EVIDENCE REQUIREMENTS

Oral and/or written evidence covering all performance criteria.

The use of organisationally sourced documents must be supported by explanatory evidence. Witness testimony is also desirable but should also be underpinned with other corroborative evidence.

OUTCOME

2. ORGANISE SELF AND ENGAGE OTHERS TO UNDERTAKE NECESSARY ACTIVITIES TO ORGANISATIONALLY ACCEPTABLE STANDARDS

PERFORMANCE CRITERIA

- (a) The selection of human and non-human resources is sufficient to meet the defined objectives and within organisational remit of the candidate.
- (b) The explanation of the requirements of the plan to management and subordinates is clear and takes account of the needs of others.
- (c) The identification of opportunities for personal development for self and others associated with the plan is clear and is accurately communicated to all concerned.

RANGE STATEMENT

The range statement for this outcome is fully expressed in the performance criteria.

EVIDENCE REQUIREMENTS

Oral and/or written evidence covering all performance criteria.

The use of organisationally sourced documents must be supported by explanatory evidence. Witness testimony is also desirable but should also be underpinned with other corroborative evidence.

OUTCOME

3. EXECUTE THE AGREED PLAN, TAKING ACCOUNT OF CONTINGENCIES

PERFORMANCE CRITERIA

- (a) The monitoring of operational variables throughout the execution of the plan is in accordance with predetermined procedures and organisational policies.
- (b) The collection and analysis of relevant information regarding the plan is sufficient to ensure the effective management of activities.
- (c) The identification of variances between actual and planned activities is accurate and in accordance with operational policies.

RANGE STATEMENT

The range statement for this outcome is fully expressed in the performance criteria.

EVIDENCE REQUIREMENTS

Oral and/or written evidence covering all performance criteria.

The use of organisationally sourced documents must be supported by explanatory evidence. Witness testimony is also desirable but should also be underpinned with other corroborative evidence.

OUTCOME

4. MONITOR, REVIEW AND EVALUATE ACTIVITIES IN ORDER TO MAXIMISE ACHIEVEMENT AND PREPARE FOR FUTURE ACTION

PERFORMANCE CRITERIA

- (a) Identification of personal strengths and weaknesses is clear and comprehensive, with reliable supporting evidence derived from the activities.
- (b) Assessment of the contribution of others to the achievement of goals is clear and comprehensive, with reliable supporting evidence derived from the activities.
- (c) Analysis of actual events in relation to the achievement of goals is accurate and supported by reliable evidence from the planned activities.
- (d) Recommendations for future action in relation to own activities, those of others, or non-human resource deployment are appropriate to organisational policies, and in accordance with reported activities.

RANGE STATEMENT

The range statement for this outcome is fully expressed in the performance criteria.

EVIDENCE REQUIREMENTS

Oral and/or written evidence covering all performance criteria.

The use of organisationally sourced documents must be supported by explanatory evidence. Witness testimony is also desirable but should also be underpinned with other corroborative evidence.

MERIT A candidate who achieves all performance criteria for all outcomes will be awarded a pass. A pass with merit may be awarded to a candidate who, in achieving the outcomes and performance criteria, demonstrates superior performance when, for example:

- (a) defining a plan which embraces a broad range of management competences;
- (b) maximising the use of human and non-human resources towards the achievement of the plan;
- (c) managing contingencies;
- (d) reflecting on the outcomes of the activities in relation to own development and that of others.

ASSESSMENT

In order to achieve this unit, candidates are required to present sufficient evidence that they have met all the performance criteria for each outcome within the range specified. Details of these requirements are given for each outcome. The assessment instruments used should follow the general guidance offered by the SQA assessment model and an integrative approach to assessment is encouraged. (See references at the end of support note).

Accurate records should be made of the assessment instruments used showing how evidence is generated for each outcome and giving marking schemes and/or checklists, etc. Records of candidates' achievements should be kept. These records will be available for external verification.

SPECIAL NEEDS

Proposals to modify outcomes, range statements or agreed assessment arrangements should be discussed in the first place with the external verifier.

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HIGHER NATIONAL UNIT SPECIFICATION

SUPPORT NOTES

UNIT NUMBER: 6412516

UNIT TITLE: MANAGERIAL EFFECTIVENESS

SUPPORT NOTES: This part of the unit specification is offered as guidance. None of the sections of the support notes is mandatory.

NOTIONAL DESIGN LENGTH: SQA allocates a notional design length to a unit on the basis of time estimated for achievement of the stated standards by a candidate whose starting point is as described in the access statement. The notional design length for this unit is 80 hours. The use of notional design length for programme design and timetabling is advisory only.

CONTENT/CONTEXT This unit is underpinned by two main considerations. The first is a need to provide an integrative context within which the range of management competences, or at least a significant proportion of it, can be brought together to allow the candidate to demonstrate more than a theoretical grasp of management, and to take account of contingencies. The second is the widely accepted need to underscore management competence with personal competence.

A third, and possible optional consideration, is that the unit could be used to provide the basis of a management skills portfolio upon which the candidate could build and carry forward into future professional development. The unit, therefore, provides not only an opportunity to rehearse the skills of portfolio development, but also generates (or extends) a personal development portfolio. Assessors are urged to consider the possibilities of this option in developing a strategy for the unit.

Throughout the unit, no range is specified, although outcomes refer frequently to 'variables', 'appropriate activities', 'planned activities'. It should be understood by candidates that these will be conditioned by the culture of the organisation within which they choose to demonstrate their managerial effectiveness, by the opportunities which that culture affords them, and by their own selection of elements upon which to build the portfolio of competence. Thus the range for the whole unit is individually determined, but is, nevertheless, a key element of the assessment of competence.

Outcomes 1 and 2: The candidate should be encouraged to identify, in the workplace, one or more activities within which a range of management skills are displayed. This should be expressed in terms of a minimum of two objectives for action. The plan should be expressed in terms of the management of self, and other human and non-human resources.

Outcome 3: This provides an opportunity for the candidate to develop portfolio building skills, by collecting a range of relevant evidence which demonstrates his or her managerial performance in relation to the defined activities. These would require to be clearly and appropriately annotated with reference not only to the planned activities, but also to the competences of the unit.

Outcome 4: Provides a critical opportunity to reflect upon one's own performance and the contribution of others, and to identify an action plan for the future, again, in relation both to the planned activities, and to one's own managerial and personal competences.

ASSESSMENT PROCEDURES

It is preferable that the candidate has access to a real management environment which will provide opportunities for the demonstration of the range of management and personal competences inherent in the achievement of this unit.

However where no such environment is available a realistic situation would be acceptable, provided that contains sufficient complexity to permit all of the competences to be demonstrated to a standard equivalent to that of the preferred setting.

In order to achieve this unit the candidate will require to present sufficient evidence that they have met all the performance criteria for each outcome. Although it is possible to devise individual instruments of assessment for each outcome which would permit the candidate to achieve the required competence in isolation, it is anticipated that this unit would be best served where a holistic approach is taken.

Candidates should be encouraged to identify, within their own employment, an area of activity which permit them to observe and monitor their own behaviours and those of others, and to reflect on these in relation to predetermined objectives, or measures of effectiveness which are organisationally acceptable, rather than generated only to meet the demands of the assessment of the unit.

Candidates who lack such an opportunity might be encouraged to reflect upon other settings in which similar challenges and opportunities might present themselves; alternative settings, as much as work-based contexts should be presented for approval by the assessors of the unit in order to ensure that the candidate is capable of generating sufficient evidence of an appropriate quality to meet the outcomes and performance criteria.

PROGRESSION This unit forms part of the HNC in Management. It contributes to the underpinning knowledge requirement of the SVQ Management level IV.

REFERENCES

1. Guide to unit writing.
2. For a fuller discussion on assessment issues, please refer to SQA's Guide to Assessment.
3. Information for centres on SQA's operating procedures is contained in SQA's Guide to Procedures.
4. For details of other SQA publications, please consult SQA's publications list.

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