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| Title: | **Managing for efficiency and effectiveness** |
| Level: | 5 |
| Credit value: | 4 |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Be able to assess the organisation’s ability to manage efficiently and effectively to achieve targets and objectives
 | 1.11.21.31.4 | Assess own organisation’s ability to translate vision, mission and strategic goals into operational objectives with realistic and measurable targets Assess own organisation’s ability to efficiently and effectively delegate responsibilities for the achievement of targets and objectivesAssess the efficiency and effectiveness of control methods used to monitor the achievement of targets and objectives in own area of responsibilityImplement improvements to organisational efficiency and effectiveness in own area of responsibility |
| 1. Be able to evaluate own ability to manage efficiently and effectively
 | 2.12.2 | Evaluate own ability to manage effectively and efficiently Implement changes in own management style in order to manage more efficiently and effectively  |
| **Additional information about the unit** |  |
| Unit purpose and aim(s) | To develop understanding and ability to manage efficiently and effectively as required by a practising or potential middle manager. |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to MSC 2004 NOS: B1, B6, C6, D6, F3 |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) |  |
| Support for the unit from a sector skills council or other appropriate body (if required) | Management Standards Centre (MSC) |
| Location of the unit within the subject/sector classification system | Business Management |
| Unit guided learning hours | 18 |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * Nature, purpose and importance of vision and mission in setting values and strategic direction, and the significance of stakeholders in shaping vision and mission
* Importance of translating vision, mission and strategic goals in to operational objectives
* Setting SMART objectives
* Definitions of, and conflicts between, effectiveness and efficiency
* Definitions of, and conflicts between, authority, accountability and responsibility
* Need for negotiating techniques
* Setting priorities
* Principles of delegation to achieve overall objectives
* Control mechanisms to monitor outcomes and ensure achievement of objectives
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| 2 | * Using feedback from others to critically evaluate own performance
* Techniques for collecting and analysing feedback from others, including 3600 feedback
* Personal development planning
* Measurable organisational, team and individual objectives
* Time management techniques
* Efficiency and effectiveness matrix
* Target setting and performance indicators
* Planning techniques appropriate to activity
* Systems theory and process design
* Monitoring and control techniques and records
* Use of results to “close the loop” and make continuous improvements
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