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| Title: | **Understanding the management role to improve management performance**  |
| Level: | 4 |
| Credit value: | 4 |
| Unit guided learning hours | 15 |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals
 | 1.11.2 | Describe the goals and objectives of your organisation Evaluate the specific responsibilities of middle managers in enabling your organisation to achieve its goals |
| 1. Understand how communication and interpersonal skills affect managerial performance in the workplace
 | 2.12.2 | Evaluate how interpersonal and communication skills affect managerial performanceEvaluate strategies to overcome barriers to effective managerial communication and interpersonal skills |
| 1. Be able to assess personal development opportunities to improve own managerial performance
 | 3.13.23.3 | Assess own knowledge, skills and behaviour, and their effect on own managerial performanceIdentify areas for personal development to improve own managerial performanceProduce a personal development plan to improve own managerial performance |
| **Additional information about the unit** |  |
| Unit purpose and aim(s) | To be able to demonstrate understanding of the middle management role and be able to plan your own development.  |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to Management and Leadership 2004 NOS: A3, B1, B6, C4, D2, F8 |
| 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) | Council for Administration (CfA) |
| Equivalencies agreed for the unit (if required) | M4.01 Understanding the management role  |
| Location of the unit within the subject/sector classification system | 15.3 Business Management |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * The nature and purpose of organisations, including mission and value statements
* Stakeholders and their objectives
* Organisation charts, including hierarchical and matrix structures; indication of the range of operational functions
* Levels of management and associated roles and responsibilities within organisation
* Profile and job functions of middle managers
* Formal and informal organisational relationships
* The management task, including planning, organising, motivating and controlling
* Range of management styles
* Differences between management and leadership
* The importance of organisational goals and objectives
* Organisational objectives as specific and measurable steps towards achieving a larger goal
* Aligning middle management responsibilities to organisational goals and objectives
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| 2 | * Range of human behaviours, including how cultural and individual differences, verbal (esp. questioning and active listening skills) and non-verbal communication interact to affect understanding, and their effect on communication in the workplace
* Methods/procedures to overcome particular communication challenges (eg those with learning difficulties, hearing impaired, visually impaired, foreign languages, etc)
* Communications climate and culture
* Importance of feedback skills to facilitate communication and workplace relationships
* Networking skills
* Personal style and approach; image and presentation; non-verbal communication; social skills applicable to workplace
* Respect for others; balance between trust and control
* Attitudes to knowledge management and sharing of information
* Personal management styles and their effects on situations and individuals
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| 3 | * Attitudes to knowledge management and sharing of information
* Personal management styles and their effects on situations and individuals
* Personal development planning
* Using self-assessment, feedback, and 360 feedback to assess own knowledge, skills and behaviour
* Formal and informal personal development methods, internal and external training and development, ‘traditional’ learning and e-learning
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