



# **Level 4 Certificate in Leadership and Management**

Candidate and Assessment Pack

2012/13

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# Introduction to the ILM Level 4 Certificate in Leadership and Management

The **ILM Level 4 Certificate in Leadership and Management** aims to give experienced middle managers the foundation for progression to more senior management roles. The qualification does this by exploring the middle manager role and structuring more in depth analysis and interpretation of the organisation's culture and aims.

## Are you preparing for senior management?

The following profile is provided to help you confirm that this is the right qualification for you:

- You will already have responsibility for allocating resources with some autonomy, reflected in financial accountability for your area of activity. You will normally be a budget-holder with authority to allocate recurrent expenditure and expenditure on some items within defined, budgeted, limits.
- Your broad responsibilities will also include responsibility for recruiting, promoting and disciplining people, within defined parameters and often with the agreement of HR specialists or senior managers. This may extend to sole responsibility for recruiting the people in your area.
- You will be engaging in direct negotiation with internal and external stakeholders and customers and will be liaising with existing senior managers on a wide range of matters. You will also be accountable for the quality of work produced or services supplied by your area of responsibility and for improvements in quality and efficiency of operations.
- You are also likely to engage in project leadership where such projects are designed to bring about changes in products, services, resources or systems. You are more likely than other managers to have a specialist management role so that you will already be responsible for establishing, maintaining and improving systems (eg quality, marketing, sales, energy, health and safety, etc) as well as/rather than operating them.
- You may already be working alongside senior managers in some areas and/or liaising with or reporting directly to senior management groups/committees.

## Overview of the ILM Award programme

The Level 4 Certificate in Leadership and Management consists of four Units, including one Unit at Level 5. Each Unit is delivered as a standalone workshop as detailed in the Scheme of Work below.

In addition to these Units candidates will also attend a mandatory induction and will receive tutorial support by email and face-to-face from nominated tutors.

A summary of the whole programme is presented in the table overleaf.

## Overview of the Award in Management

| Learning component   | Note  |
|--|---|
| <p><b>Induction workshop (2 hours)</b></p>   | <p>This workshop will give you all the basics you need to know about the programme, the assessment process, record keeping and so forth.</p> <p>The workshop supplements this handbook.</p>   |
| <p><b>New Managers Programme</b></p>   | <p>A suite of workshops that gives new managers an overview of the management scene at the University and offer a chance to identify the resources and support available. There is also an opportunity for new managers to network and learn from more experienced staff. <i>(This is optional for experienced managers).</i></p> |
| <p><b>L/503/9547 Understanding the management role to improve management performance</b></p> | <p>A 1 day workshop with pre-reading and reflective exercises.</p>  |
| <p><b>Y/503/9664 Developing your leadership styles</b></p>                                   | <p>A 1 day workshop with the ILM 72 instrument pre work and 1-1 support.</p>  |
| <p><b>M/503/9654 Developing individual mental toughness</b></p>                              | <p>A half- day workshop with the ILM MTQ48 instrument pre work and 1-1 support.</p>   |
| <p><b>A/501/3297 Understanding organisational culture and ethics</b></p>                     | <p>A 1 day workshop with pre-work and post-workshop exercises.</p>  |
| <p><b>Tutorial Support</b></p>   | <p>You receive 1-1 and group tuition throughout the course.</p>   |

## Scheme of Work for the Award in Management

### Level 4 Award in Management (8 credits / 30 Guided learning hours)

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| <b>Title of activity and method of delivery</b> | ILM Induction Workshop   |
| <b>Learning Outcome</b>                         | <ul style="list-style-type: none"><li>• An outline of the qualification and the related learner support available (including the Study Guides which can be downloaded from <a href="http://www.i-l-m.com">www.i-l-m.com</a>)</li><li>• ILM studying membership and benefits</li><li>• The aims of Team Leading development</li><li>• Expectations of, and benefits to, the individual and where relevant, their employer</li><li>• Format of the programme – content, hours, attendance, delivery methods, etc</li><li>• The assessment requirements, including assessment criteria</li><li>• Roles and responsibilities of centre staff, learners and ILM</li><li>• Learning and study skills, including reference to use of library, internet and any open or on-line learning to be used</li><li>• Information on tutorial support, advice and guidance, equal opportunities, appeals procedures, authenticity and plagiarism</li></ul> |
| <b>Guided learning hours</b>                    | Total 2 hours  |
| <b>Guided reading</b>                           | Candidate & Assessment Pack  |
| <b>Assessment method</b>                        | Not applicable   |

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| <b>Title of activity and method of delivery</b> | <b>New Managers Programme (optional for experienced managers)</b>  |
| <b>Learning Outcome</b>                         | <ul style="list-style-type: none"> <li>• Management and governance of the University (How the University works – decision making and governance workshop)</li> <li>• Goals and targets of the University (Goals and targets workshop)</li> <li>• HR policies and guidelines for managers (HR website)</li> <li>• Managing absence and performance (Managing staff performance and absence workshop)</li> <li>• Shared experiences with other new managers (the Management Forum)</li> <li>• Insights from experienced staff in a range of management roles (the Management Forum)</li> </ul> |
| <b>Guided learning hours</b>                    | Total 10 hours + (distributed over whole programme)  |
| <b>Guided reading</b>                           | <ul style="list-style-type: none"> <li>• University policies</li> <li>• University website</li> <li>• You e-Develop resources</li> </ul>   |
| <b>Assessment method</b>                        | Not applicable   |

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| <p style="text-align: center;"><b>Title of activity and method of delivery</b></p> | <p><b>Workshop: Understanding the management role</b></p> <p>Pre work:</p> <ul style="list-style-type: none"> <li>• Delegates to seek feedback from Line Manager, Peers and subordinates as to their communication style, presentation etc.</li> </ul> <p>Session:</p> <ul style="list-style-type: none"> <li>• Introduction to the nature and purpose of organisations and the role that mission and value statements play in articulating this to stakeholders</li> <li>• Interactive exploration of the University of Exeter Mission and Values and comparison to other HFE institutions and other non HFE organisations</li> <li>• Identification of stakeholders and the range of stakeholders the University has</li> <li>• Consideration of the impact these stakeholders have on the Mission and Values of the University and the objectives that flow from these</li> <li>• Comparison of faculty/department organisation charts and the type of structure prevalent at the University and consideration of the informal organisational relationships that can override the formal structures</li> <li>• Consideration of the benefits of the different organisation chart structures</li> <li>• Exploration of the levels of management within the University and the roles and responsibilities at each level</li> <li>• Consideration of the profile and job functions of middle managers within the University</li> <li>• Discussion with regard to the benefits of networking and the skills that are required to network</li> <li>• Interactive exercise to consider the difference between management and leadership</li> <li>• Discussion of John Adair's Core Functions of Leadership model and analysis of the amount of time spent in each area</li> <li>• Input on the range of management styles including one systems approach and one contingency approach</li> <li>• Consideration of communication styles and the impact these may have on relationships</li> <li>• Input on the work of Albert Mehrabian's research with regard to communication and discussion</li> <li>• Interactive exercise on the skills of questioning, active listening, non verbal communication and feedback</li> <li>• Consideration of the Equality Act and the communication challenges faced by those covered by the Act and for whom English is not their first language</li> <li>• Case studies to consider methods/procedures to overcome these difficulties</li> <li>• Reflective review of personal style and approach based on feedback sought</li> </ul> |
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| <p><b>Learning Outcome</b></p>      | <ul style="list-style-type: none"> <li>• Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals</li> <li>• Understand how communication and interpersonal relationships affect managerial performance in the workplace</li> <li>• Be able to assess personal development opportunities to improve own managerial performance</li> </ul> |
| <p><b>Guided learning hours</b></p> | <p>Total 15 hours:</p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• New managers programme</li> <li>• Guided reading</li> </ul>   |
| <p><b>Guided reading</b></p>        | <ul style="list-style-type: none"> <li>• Laurie Mullins 'Management &amp; Organisational Behaviour'</li> <li>• John Adair, 'Effective Leadership'</li> <li>• Online ILM resources from the Learning Zone.</li> <li>• Online resources on You e-Develop</li> </ul>   |
| <p><b>Assessment method</b></p>     | <p>Reflective review in a workplace context</p>   |

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| <p><b>Title of activity and method of delivery</b></p> | <p><b>Workshop: Developing your leadership styles</b></p> <p><b>Pre work</b></p> <p>ILM72 Instrument</p> <p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>• The behaviours and skills needed to be a leader or manager</li> <li>• The definitions of Leadership and Management</li> <li>• Leadership theories and models including: The Great Man Theory; Trait Theories; Behavioural Theories (transactional vs transformational); Situational Leadership</li> <li>• The ILM 72 (integrated leadership measure) followed by small group activity on the six specific scales to increase understanding</li> <li>• The theory and process of Action Learning Sets</li> <li>• The three global scales and discussion with regard to motivation theories for e.g. Hackman and Oldham, Herzberg</li> <li>• Own leadership behaviour in terms of the three global scales</li> <li>• Goal setting</li> <li>• 1-1 feedback on ILM 72 instrument</li> </ul> |
| <p><b>Learning Outcome</b></p>                         | <ul style="list-style-type: none"> <li>• Understand the outcomes of effective leadership</li> <li>• Be able to assess own leadership styles</li> <li>• Understand the implications of own leadership styles for self and for leadership within own organisation</li> <li>• Be able to assess own leadership behaviour, in terms of the three global factors which determine effective leadership</li> <li>• Understand how to develop own leadership style and effectiveness</li> </ul>  |
| <p><b>Guided learning hours</b></p>                    | <p>Total 15 hours:</p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Guided reading</li> <li>• ILM 72 instrument</li> </ul>   |



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| <b>Guided reading</b>    | <ul style="list-style-type: none"><li>• John Adair, 'Effective Leadership'</li><li>• Online ILM resources from the Learning Zone.</li><li>• Online resources on You e-Develop</li></ul> |
| <b>Assessment method</b> | ILM 72 feedback and actions   |

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| <p><b>Title of activity and method of delivery</b></p> | <p><b>Workshop: Developing individual mental toughness</b></p> <p><b>Pre work</b></p> <p>ILM MTQ48 Instrument</p> <p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>• This unit will focus on mental toughness – the way in which you react and cope to the challenges that you face during the course of your work.</li> <li>• You will be able to think about the implications of your own mental toughness in terms of personal effectiveness and effectiveness within the organisation.</li> <li>• You will be given techniques for managing personal stress and there will be a practical session to develop these skills and apply them to areas of your development that have been highlighted in the questionnaire.</li> <li>• There will be time to reflect upon your learning and develop action points.</li> <li>• The day involves participation in engaging activities as well as time for personal reflection.</li> </ul> |
| <p><b>Learning Outcome</b></p>                         | <ul style="list-style-type: none"> <li>• Be able to assess own mental toughness</li> <li>• Understand how mental toughness can be developed</li> <li>• Be able to plan to improve own mental toughness</li> </ul>   |
| <p><b>Guided learning hours</b></p>                    | <p>Total 15 hours:</p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Guided reading</li> <li>• ILM MTQ48 Instrument</li> </ul>   |
| <p><b>Guided reading</b></p>                           | <ul style="list-style-type: none"> <li>• Online ILM resources from the Learning Zone.</li> <li>• Online resources on You e-Develop</li> </ul>   |
| <p><b>Assessment method</b></p>                        | <p>ILM MTQ48 feedback and actions</p>   |

**Title of activity and method of delivery**

**Workshop: Understanding organisational culture and ethics**

**Pre-course work:**

1. Delegates to bring a copy of their Department's / faculty's organisation charts
2. Pre-reading on organisational structures (operational structures, product/services, geographical location, divisions, matrix, centralised/decentralised, Drucker's 3 levels and Mintzberg's 9 parameters).

**Workshop:**

Organisational Structure

Drucker's 3 criteria

Child's 6 dimensions of organisational structure.

Organisational Culture: what is it?

Schein, Thompson & Luthans

Rousseau's model of cultural layers.

Handy's writing on culture

Hofstede research on the impact of national culture on the context of management - 6 dimensions.

Organisational Culture: what types are there?

Handy's 4 types of culture:

The Power Culture

The Role Culture

The Task Culture

The Person Culture

Schein's 'Organisation A and Organisation B'

'The Cultural Web' (Johnson, Scholes & Whittington)

Broader ethical considerations

Culture and Leadership Styles

Zagorsek research - the impact that culture has on the effectiveness of leadership styles.

Relate to Handy's 4 types of culture and how this indicates leadership style.

2 leadership models: Tannenbaum & Schmidt and Lewin.

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|-------------------------------------|--|
| <p><b>Learning Outcome</b></p>      | <ul style="list-style-type: none"> <li>• Understand organisational ethics and culture, in relation to own organisation</li> <li>• Understand how an organisation’s ethics and culture influence leadership style and organisation structure</li> <li>• Understand how to leverage ethics and culture to improve organisation performance</li> </ul>                      |
| <p><b>Guided learning hours</b></p> | <p>Total 15 hours:</p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Guided reading</li> <li>• Pre work</li> </ul>  |
| <p><b>Guided reading</b></p>        | <ul style="list-style-type: none"> <li>• <b>Read Exeter’s Diversity Policy and Equal Opportunities Policies.</b></li> <li>• <b>Read Notes on Human Right’s Act and UK Public Interest Disclosure Act</b></li> <li>• <b>Read about leadership styles.</b></li> <li>• Online ILM resources from the Learning Zone.</li> <li>• Online resources on You e-Develop</li> </ul> |
| <p><b>Assessment method</b></p>     | <p>Reflective review in a workplace context</p>  |

## **Tutorial support**

Tutorial support is available on all delivery days and prior to submission of assessments. This will be either individual tutorial time or group tutorial time e.g. spending time at the end of a session.

1-1 feedback and support is also given to help candidates understand and work on their ILM 72 feedback.

## Introduction to assessment used for this qualification

### Assignments

You will be required to submit a variety of pieces of work for the Units as described in the Scheme of Work for this qualification. These are summarised in the table below. Each Unit has clear assessment criteria which you will need to meet in our submitted work. Although there are recommended lengths of submissions (and the amount of time needed to achieve this) these are not strict – it is up to you to make sure your piece of work meets all the assessment criteria and is clear and concise.

Please structure your assignments using the headings in the Assessment Guide for each Unit (contained at the end of this document).

### Submitting drafts

You are encouraged to submit drafts to your assessor (notified during the Assessment workshop) prior to your final submission. You may submit a maximum of two drafts prior to final submission. Any further drafts submitted will be treated as a final submission and will be marked accordingly.

### Failing to meet the assessment criteria

If a final submission *still* fails to meet all the criteria you will be asked to re-submit your work after further work which will be indicated when you are given feedback by your assessor. You are allowed one re-submission.

After this you will be required to pay an assessment fee (varies with qualification, currently – L2 = £25; L3 = £30; L4 = £40) for every re-submission for that Unit.

## Summary of assessments for this qualification

| Learning component |   | Assignment task                          |
|--------------------|---|--|
| L/503/9547         | Understanding the management role               | Reflective review in a workplace context |
| 8605-405           | Developing your leadership styles               | ILM 72 feedback and actions              |
| 8605-425           | Developing individual mental toughness          | ILM MTQ48 feedback and actions           |
| A/501/3297         | Understanding organisational culture and ethics | Reflective review in a workplace context |

## Assessment Guides

### L/503/9547 Understanding the Management Role

#### ASSIGNMENT TASK for Unit: Reflective review in a workplace context

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| <p><b>TASK</b></p> <p>The purpose of this unit is to demonstrate understanding of the middle management role and to be able to plan your own development.</p> <p><b>NOTE:</b></p> <p>An ILM Assessment Task provides an opportunity to relate your learning directly to your current organisation. It is recommended that you discuss the assignment with your line manager to explore and agree how the task could be used to support the needs of your employer (as well as evidencing your learning as part of completing your ILM qualification).</p> <p>The nominal word count for this assignment is 2000 words: The suggested range is between 1500 and 2500 words, however individuals have different writing styles, and there is no penalty if the word-count range is exceeded.</p> |  |
| <p><i>Please use the headings shown below when writing up your assignment</i></p>  | <p><b>Assessment Criteria</b></p>  |
| <p><b>Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals</b></p> <p>Provide correct and appropriate goals and specific and measurable objectives that describe future outcomes or direction for the organisation, and to then go on to evaluate the extent to which the specific responsibilities of middle managers enable the organisation to achieve its goals.</p>   | <ul style="list-style-type: none"> <li>• Describe the goals and objectives of your organisation (12 marks)</li> <li>• Evaluate the specific responsibilities of middle managers in enabling your organisation to achieve its goals (16 marks)</li> </ul>   |
| <p><b>Understand how communication and interpersonal skills affect managerial performance in the workplace</b></p> <p>The second part of the task requires an evaluation of how interpersonal skills and communication skills affect managerial performance together with an evaluation of two or more strategies to overcome barriers to effective managerial communication and interpersonal skills.</p>   | <ul style="list-style-type: none"> <li>• Evaluate how interpersonal and communication skills affect managerial performance (16 marks)</li> <li>• Evaluate strategies to overcome barriers to effective managerial communication and interpersonal skills (16 marks)</li> </ul>   |
| <p><b>Be able to assess personal development opportunities to improve own managerial performance</b></p> <p>Assess the effect of own knowledge and skills and behaviour on own managerial performance and to produce a personal development plan based on identified areas for personal development.</p>   | <ul style="list-style-type: none"> <li>• Assess own knowledge, skills and behaviour, and their effect on own managerial performance (16 marks)</li> <li>• Identify areas for personal development to improve own managerial performance (8 marks)</li> <li>• Produce a personal development plan to improve own managerial performance (16 marks)</li> </ul> |

## 8605-405 Developing your leadership styles

### ASSIGNMENT TASK for Unit: ILM 72 feedback and actions

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| <p><b>TASK</b></p> <p>The purpose of this unit is to be able to develop own leadership style to improve own and organisational performance.</p> <p><b>NOTE</b></p> <p>This is an optional unit and uses the Integrated Leadership Style Measure (ILM72).</p> <p><b>NOTE:</b></p> <p><i>You should plan to spend up to 21 hours researching your workplace context, preparing for and writing or presenting the outcomes of this assignment for assessment.</i></p> <p>The nominal word count for this assignment is 2000 words: The suggested range is between 1500 and 2500 words, however individuals have different writing styles, and there is no penalty if the word-count range is exceeded.</p> |  |
| <p><i>Please use the headings shown below when writing up your assignment</i></p>   | <p><b>Assessment Criteria</b></p>  |
| <p><b>Understand the outcomes of effective leadership</b></p> <p>The first part of this task is to evaluate the importance of both performance and engagement with followers in an organisation.</p>  | <ul style="list-style-type: none"> <li>Evaluate the importance of performance and engagement with followers in an organisation (8 marks)</li> </ul>  |
| <p><b>Be able to assess own leadership styles</b></p> <p>The second part of the task requires you to review the six specific scales for leadership, and then to use the six specific scales to assess the effectiveness of own leadership style.</p>  | <ul style="list-style-type: none"> <li>Review the six specific scales for leadership (8 marks)</li> <li>Assess the effectiveness of own leadership style in terms of the six scales (8 marks)</li> </ul>   |
| <p><b>Understand the implications of own leadership styles for self and for leadership within own organisation</b></p> <p>For this section you are required to use the self-assessment of own leadership styles to evaluate and draw conclusions on the implications of own leadership style for both self and own organisation, and to evaluate the impact on the effectiveness of the adopted style of two or more changes in the situation</p>   | <ul style="list-style-type: none"> <li>Using the self-assessment of own leadership styles, evaluate the implications for self and own organisation (12 marks)</li> <li>Evaluate the impact of changes in the situation on the effectiveness of the adopted style (12 marks)</li> </ul> |
| <p><b>Be able to assess own leadership behaviour, in terms of the three global factors which determine effective leadership</b></p> <p>This section requires you to evaluate the three global factors which impact on leadership effectiveness and then to assess own leadership behaviour in terms of the three global factors.</p>  | <ul style="list-style-type: none"> <li>Evaluate the three global factors which impact on leadership effectiveness (12 marks)</li> <li>Assess own leadership behaviour in terms of the three global factors (12 marks)</li> </ul>   |
| <p><b>Understand how to develop own leadership style and effectiveness</b></p> <p>The final part of the task requires you to produce an action plan with priorities and timescales for developing both own</p>  | <ul style="list-style-type: none"> <li>Produce an action plan for developing own leadership style and effectiveness (16 marks)</li> </ul>  |



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| <p>leadership style and effectiveness.</p> <p>Two or more benefits of implementing the action plan must then be explained, along with a clear explanation of how the action plan is to be monitored and evaluated.</p> | <ul style="list-style-type: none"><li>• Explain the benefits of implementing the action plan (4 marks)</li><li>• Explain how you will monitor and evaluate the action plan (8 marks)</li></ul> |
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## 8605-425 Developing individual mental toughness

### ASSIGNMENT TASK for Unit: ILM MTQ48 feedback and actions

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| <p><b>TASK</b></p> <p>The purpose of this unit is to develop individual mental toughness.</p> <p><b>NOTE:</b></p> <p><i>You should plan to spend approximately 12 hours researching your workplace context, preparing for and writing or presenting the outcomes of this assignment for assessment.</i></p> <p>The nominal word count for this assignment is 2000 words: The suggested range is between 1500 and 2500 words, however individuals have different writing styles, and there is no penalty if the word-count range is exceeded.</p> |   |
| <p><i>Please use the headings shown below when writing up your assignment</i></p>  | <p><b>Assessment Criteria</b></p>   |
| <p><b>Be able to assess own mental toughness</b></p> <p>The first part of this task is to correctly and appropriately explain both the importance and the implications of mental toughness, and then to evaluate a model that measures mental toughness to draw conclusions.</p> <p>You are then required to measure own mental toughness by using a relevant model.</p>   | <ul style="list-style-type: none"> <li>• Explain the importance and implications of mental toughness (12 marks)</li> <li>• Evaluate a model that measures mental toughness (12 marks)</li> <li>• Measure own mental toughness using a relevant model (12 marks)</li> </ul>      |
| <p><b>Understand how mental toughness can be developed</b></p> <p>The second part of the task requires the results of own mental toughness assessment to be used to examine the implications for self and organisation, and then you are required to evaluate two or more tools for developing mental toughness to draw conclusions</p>  | <ul style="list-style-type: none"> <li>• Using the results of own mental toughness assessment, examine the implications for self and organisation (16 marks)</li> <li>• Evaluate tools for developing mental toughness (12 marks)</li> </ul>                                    |
| <p><b>Be able to plan to improve own mental toughness</b></p> <p>The final part of the task requires an action plan, which includes priorities and timescales, to be produced to develop own mental toughness.</p> <p>You then need to explain two or more benefits of implementing the action plan and how the action plan will be monitored and evaluated.</p>   | <ul style="list-style-type: none"> <li>• Produce an action plan to develop own mental toughness (16 marks)</li> <li>• Explain the benefits of implementing the action plan (12 marks)</li> <li>• Explain how you will monitor and evaluate the action plan (8 marks)</li> </ul> |

## A/501/3297 Understanding organisational culture and ethics

### ASSIGNMENT TASK for Unit: Reflective review in a workplace context

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| <p><b>TASK</b></p> <p>The purpose of this unit is to develop understanding of organisational ethics and culture and their influence upon leadership style and organisation structure, as required by a practising or potential middle manager.</p> <p><b>NOTE</b></p> <p>An ILM Assessment Task provides an opportunity to relate your learning directly to your current organisation. It is recommended that you discuss the assignment with your line manager to explore and agree how the task could be used to support the needs of your employer (as well as evidencing your learning as part of completing your ILM qualification).</p> <p>The nominal word count for this assignment is 2500 words: The suggested range is between 2000 and 3000 words, however individuals have different writing styles, and there is no penalty if the word-count range is exceeded.</p> |  |
| <p><i>Please use the headings shown below when writing up your assignment</i></p>  | <p><b>Assessment Criteria</b></p>  |
| <p><b>Understand organisational ethics and culture, in relation to own organisation</b></p> <p>Analyse own organisation's policies and procedures across a range of activities in order to determine their essential meanings and/or essential features and to draw conclusions as to the organisation's ethical considerations or ethical stance.</p> <p>You will need to ensure you are clear as to the differences between 'ethics' and 'culture' and the relationship between the two.</p>   | <ul style="list-style-type: none"> <li>Analyse own organisation's policies and procedures which relate to ethical considerations, across a range of activities (36 marks)</li> </ul> |
| <p><b>Understand how an organisation's ethics and culture influence leadership style and organisation structure</b></p> <p>Utilise relevant research and relevant theory or models in order to explain how ethical considerations and culture influence leadership style and organisation structure.</p>   | <ul style="list-style-type: none"> <li>Explain how ethical considerations and culture influence leadership style and organisation structure (28 marks)</li> </ul>                    |
| <p><b>Understand how to leverage ethics and culture to improve organisation performance</b></p> <p>Evaluate a range of appropriate leadership styles to provide conclusions or recommendations as to their effectiveness in the context of own organisation's culture and ethics.</p>  | <ul style="list-style-type: none"> <li>Evaluate the most effective leadership styles in the context of own organisation's ethics and culture (36 marks)</li> </ul>                   |