Unit 7: The Developing Manager

Unit code: L/601/1743
QCF level: 5
Credit value: 15

- **Aim**
  This unit enables learners to gain understanding of behaviour management principles and gain skills to review their managerial potential, show managerial roles and responsibilities and create a career development plan.

- **Unit abstract**
  This unit focuses on learners’ personal development and their career in management. It explores a range of management behaviour principles and practices. Learners can then apply this knowledge to self-appraisal, examining their potential as a prospective manager.

  Using the knowledge developed throughout this qualification, learners will have the opportunity to actively demonstrate the roles and responsibilities of a manager in an appropriate context. This may be through part-time work, a work placement or simulation. This experience will enable them to consider how the unit and the programme can contribute to their career development.

  Learners must ensure that their evidence relates to the hospitality industry.

- **Learning outcomes**
  **On successful completion of this unit a learner will:**
  1. Understand principles and practices of management behaviour
  2. Be able to review own potential as a prospective manager
  3. Be able to show managerial skills within a business and services context
  4. Be able to create a career development plan for employment within a business and services context.
Unit content

1 **Understand principles and practices of management behaviour**

*Management theory and styles*: assumptions and drawbacks, classical theories, main contributors, the influence of informal groups, hierarchy of needs, systems approach to management, contingency approach, leading authorities

*Leadership characteristics*: styles eg autocratic, democratic, *laissez-faire*, action-orientated; motivation theories, factors affecting motivation and performance, motivation techniques, effectiveness; conflict resolution; the role of partnerships and stakeholders in the business

*Communication*: communications processes, verbal, written, non-verbal; lines of communication, linear, lateral, formal/informal; barriers to effective communication

*Organisational culture and change*: types of organisational structure and culture; factors influencing changes in culture; types of change eg demographic, economic, legislative; planned change theory; managing and measuring the effectiveness of change; sources and types of power; change drivers

2 **Be able to review own potential as a prospective manager**

*Self-knowledge and appraisal*: skills audit eg management skills, leadership skills, practical/technical skills, personal skills (eg interpersonal/motivational/communication skills), organising and planning skills cognitive and creative skills; qualifications (current/planned), strengths and weaknesses analysis; personal learning logs; personal development plans

*Own potential*: aims, objectives, targets, learning programme/activities, action plan, time management, work scheduling, Specific, Measurable, Achievable, Realistic, Time-bound (SMART) objectives, action planning, delegation, decision making, problem solving, management/leadership styles, value awareness, conflict management, giving and receiving feedback, influencing skills, self-confidence, positive thinking, communication, presentation, team building and membership, mentoring, counselling, coaching, facilitation, learning cycle, learning styles, action learning sets, management learning contracts, learning log, review dates, achievement dates

3 **Be able to show managerial skills within a business and services context**

*Roles*: leading and motivating staff, communicating, team building, processes and stages in team development, group dynamics, effective/ineffective teams, goals/objectives

*Responsibilities*: customer service, product and service knowledge and development; decision making eg strategic, planning; managerial/operational control, problem solving; authority, delegation and empowerment; effective working relationships with subordinates, peers, managers and other stakeholders

*Context*: eg hospitality, travel, tourism, sports, leisure, recreational industries
4 Be able to create a career development plan for employment within a business and services context

Career: relevant managerial skills eg communication, thinking, learning; personal skills eg attitude, behaviour, responsibility, adaptability; aspirations, openings/opportunities

Development plan: career development, personal development, current performance, future needs
## Learning outcomes and assessment criteria

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<thead>
<tr>
<th>Learning outcomes</th>
<th>Assessment criteria for pass</th>
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<tbody>
<tr>
<td><strong>On successful completion of this unit a learner will:</strong></td>
<td><strong>The learner can:</strong></td>
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<tr>
<td><strong>LO1 Understand principles and practices of management behaviour</strong></td>
<td>1.1  compare different management styles</td>
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<td>1.2  discuss leadership characteristics</td>
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<td>1.3  evaluate communication processes in selected businesses</td>
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<td>1.4  analyse organisational culture and change in selected businesses</td>
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<td><strong>LO2 Be able to review own potential as a prospective manager</strong></td>
<td>2.1  assess own management skills performance</td>
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<td>2.2  analyse personal strengths, weaknesses, opportunities and threats</td>
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<td>2.3  set and prioritise objectives and targets to develop own potential</td>
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<td><strong>LO3 Be able to show managerial skills within a business and services context</strong></td>
<td>3.1  lead and motivate a team to achieve an agreed goal or objective</td>
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<td>3.2  justify managerial decisions made to support achievement of agreed goal or objective and recommendations for improvements</td>
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<td><strong>LO4 Be able to create a career development plan for employment within a business and services context</strong></td>
<td>4.1  explain how own managerial and personal skills will support career development</td>
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<td>4.2  review career and personal development needs, current performance and future needs to produce development plan</td>
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Guidance

Links

This unit addresses a wide range of issues relating to management and it can be linked with all the other units in the qualification. Tutors should seek to integrate this unit with others to underpin the relevance of the issues being studied.

This unit links with the following Management NVQ units:

- A1: Manage your own resources
- A2: Manage your own resources and professional development
- A3: Develop your personal networks
- B5: Provide leadership for your team
- B6: Provide leadership in your area of responsibility.

Essential requirements

A number of case studies and interviews (either written or audio-visual) must be used, particularly when looking at learning outcomes 1 and 2. There must be an emphasis on success, failure and risk so that learners can appreciate that this is intrinsic to many entrepreneurial people and enterprises.

It is important for learners to relate theory to observable practice in an appropriate business and services context. Learners must be encouraged to ‘adopt’ an appropriate business and use it as a context within which to assess current practice, apply theory and observe in a reflective way. These individual experiences can then be fed back in group-learning contexts.

Learners must be given a variety of simulations where business propositions/solutions should be tackled in class discussions, debates and workshops.

Employer engagement and vocational contexts

A team of employers could be identified to support the different units. Employers could help tutors, with for example, the planning of programmes of learning, or provision of visits, guest speakers and mentors. They could also help to design assessment activities.

Delivery of this unit would be enhanced by employer engagement involving, for example, local travel agencies, tourist attractions and particularly the local tourist board, and a resort rep/resort manager to include the role of the manager overseas.

Sustained links with travel agencies may support further units as well as work placement opportunities.