

MANAGERIAL STYLES AND BEHAVIOURS	Unit Level	4	Good Practice
	Unit Number	4001V1	
	Ofqual Reference	D/504/9015	
	Credit Value	6	
	Total Unit Time	60	
	Guided Learning Hours	20	

LEARNING OUTCOMES	ASSESSMENT CRITERIA	GOOD PRACTICE
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1

Understand assumptions about human nature and managerial behavior

1.1

Identify models which make suppositions about human nature and behaviour at work

For this assessment criterion you are required to identify some of the models, of which there are many. You might include some of the following in your answer:

- Herzberg – motivational and maintenance factors
- Kolb's learning cycle
- Belbin's team roles
- Action Centre Leadership - Adair
- McGregor – Theory X and Y
- Maslow - Hierarchy of Needs
- Vroom – Expectancy Theory
- John Adair - Action-centred leadership
- You could provide a brief outline of the selected models

1.2

Discuss how attitudes and assumptions can influence managerial behavior

The answer to this question could be far ranging but to give focus you might build upon your answer to 1.1 and explore how personal experiences can affect individuals. This could include:

- The halo effect
- Gender
- Race
- Background
- Education
- Length of service,
- Age
- Diversity issues

2

Understand how management style can influence managerial

1.3 Evaluate a model of managerial style in which the manager can apply skills to identify, study and review their patterns of behavior

There are many models that can be used in your answer. You are required, however, to evaluate and not just describe a model that a manager can use to study and review their behaviour.

You might use one of the following although this is not an exhaustive list:

- The Managerial Grid - Blake and Mouton
- Action Centred Leadership –Adair

Situational Leadership –Blanchard Ten Management Roles – Mintzberg

2.1 Describe styles of management

You might build upon your answer in 1.3 but might also include the following, again using examples

to support your response and show a deeper understanding of the various models:

- The Gods of Management – Handy
- A coaching style
- Change management style

2.2 Identify measures of managerial effectiveness

Using your answers from the earlier performance criteria you could build in how you identify managerial effectiveness. This could be linked to a range of performance measures including SMART objectives, agreed KPI's and personal and peer review.

3	Understand the need to apply a range of management styles	<p>2.3 Discuss links between management style and managerial effectiveness and efficiency</p> <p>3.1 Describe situations which would require application of differing management styles and behaviour</p> <p>3.2 Explain the relationship between individual managerial performance and expected organisational managerial performance and behaviour</p>	<p>Building upon your responses to 2.1 and 2.2 you can use this section to draw the links between effectiveness and style.</p> <p>Giving examples from the workplace you should describe specific situations and circumstances but could support your answer through the use of models which could include the models that you have used elsewhere in your assignment. Use of Situational Leadership models might be particularly useful</p> <p>This assessment criterion requires that you assess the relationship and not merely give a description. Here you can assess the measures given elsewhere in this assignment and also ensure that includes behaviours as these may not have been covered in previous sections of your assignment.</p>
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ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit is about the skills of effective and efficient managerial style and behaviour. It will assess how managerial styles and behaviour may be adapted in line with organisational expectations.