Qualification Specification for:

OCN NI Level 4 Certificate in Understanding Management Theories

➤ **Qualification No: 603/1617/2**

Qualification Regulation Information

Qualification Title: OCN NI Level 4 Certificate in Understanding Management Theories

Qualification Number: 603/1617/2

Operational start date: 01 June 2017
Operational end date: 31 May 2027
Certification end date: 31 May 2031

Qualification operational start and end dates indicate the lifecycle of a regulated qualification. The operational end date is the last date by which learners can be registered on a qualification. Learners have up to 4 years after this date to complete the qualification and claim their certificate.

All OCN NI regulated qualifications are published to the Register of Regulated Qualifications (**http://register.ofqual.gov.uk/**). This site shows the qualifications and awarding organisations regulated by CCEA Regulation and Ofqual.

OCN NI Contact Details

Open College Network Northern Ireland (OCN NI)
Sirius House
10 Heron Road
Belfast
BT3 9LE

Phone: 028 90463990
Web: **www.ocnni.org.uk**

Foreword

This document explains OCN NI's requirements for the delivery and assessment of the following regulated qualification:

→ **OCN NI Level 4 Certificate in Understanding Management Theories**

This specification sets out:

- Qualification features
- Centre requirements for delivering and assessing the qualification
- The structure and content of the qualification
- Unit details
- Assessment requirements for the qualification
- OCN NI's quality assurance arrangements for the qualification
- Administration

OCN NI will notify centres in writing of any major changes to this specification. We will also publish changes on our website at **www.ocnni.org.uk**

This specification is provided online, so the version available on our website is the most up to date publication. It is important to note that copies of the specification that have been downloaded and printed may be different from this authoritative online version.

Contents

About Regulation

OCN NI

Open College Network Northern Ireland (OCN NI) is a regulated Awarding Organisation based in Northern Ireland. OCN NI is regulated by CCEA Regulation to develop and award professional and technical (vocational) qualifications from Entry Level up to and including Level 5 across all sector areas. In addition, OCN NI is regulated by Ofqual to award similar qualification types in England.

All OCN NI regulated qualifications are published to the Register of Regulated Qualifications (**http://register.ofqual.gov.uk/**). This site shows the qualifications and awarding organisations regulated by CCEA Regulation and Ofqual.

The Regulated Qualifications Framework: an overview

The Regulated Qualifications Framework (RQF) was introduced on 1st October 2015: the RQF provides a single framework for all regulated qualifications.

Qualification Level

The level indicates the difficulty and complexity of the knowledge and skills associated with any qualification. There are eight levels (Levels 1-8) supported by three 'entry' levels (Entry 1-3).

Qualification Size

Size refers to the estimated total amount of time it could typically take to study and be assessed for a qualification. Size is expressed in terms of Total Qualification Time (TQT), and the part of that time typically spent being taught or supervised, rather than studying alone, is known as Guided Learning Hours (GLH).

For further information about the RQF see:
https://www.ocnni.org.uk/blog/regulated-qualifications-framework-rqf/

Qualification Features

Sector Subject Area
15.3   Business Management

This qualification is mapped to National Occupational Standards in Leadership and Management where appropriate.

NOS Management and Leadership

Qualification Aim
The aim of the OCN NI Level 4 Certificate in Understanding Management Theories is to provide learners with an introduction to the theoretical understanding of management. The qualification is aimed at upskilling and developing employees not currently undertaking a management position, offering them the opportunity to move into a management position in the future.

Qualification Objectives
The objectives of the qualification are to enable learners to:

- develop knowledge and understanding about current good practice in management
- develop the skills necessary to become an effective manager

The learner will develop skills and knowledge to prepare them for applying and moving into a management position; learners will be required to cover the core components of management theory including financial management, project management, people management and strategic planning.

Grading
Grading for this qualification is pass/fail.

Qualification Target Group

This qualification is targeted at those considering moving into a management role and who currently are not acting as managers within their current position. It is designed for adults who:

- have not attained a level 4 (or above) management qualification
- are employed as part or full-time staff in further and higher education facilities or are intending to work in this capacity
- are employed in community based organisations or are intending to work in a management capacity

Progression Opportunities

Learners may consider progression to leadership and management qualifications at level 5 and above.

Entry Requirements

Age - learners must be over 18

Qualifications - Learners must have:

- GCSE English and Maths (Grade C or above) or equivalent

Delivery Languages

This qualification is available in English only at this time. If you wish to offer the qualification in Welsh or Irish (Gaeilge) then please contact OCN NI who will review demand and provide as appropriate.

Centre Requirements for Delivering the Qualification

Centre Recognition and Qualification Approval
New and existing OCN NI recognised centres must apply for and be granted approval to deliver the qualification prior to the commencement of delivery.

Centre Staffing
Centres are required to have the following roles in place as a minimum, although a member of staff may hold more than one role*:

- Centre contact
- Programme Co-ordinator
- Tutor
- Assessor
- Internal Verifier

*Note: A person cannot be an internal verifier for their own assessments.

Tutors
Tutors delivering this qualification must:
- hold a minimum of a Level 5 leadership and management qualification
- have at least three years' practical management experience

Assessors
OCN NI qualifications are assessed within the centre and are subject to OCN NI's quality assurance processes. Units are achieved through internally set, internally assessed, and internally verified evidence. The centre must agree an assessment plan with OCN NI to be given approval to deliver the qualification.

Assessors must:
- hold a minimum of a Level 5 leadership and management qualification
- have at least three years' practical management experience
- have direct or related relevant experience in assessment
- have a sound understanding of the current National Occupational Standards (NOS)

Assessors are required to:
- assess all assessment tasks and activities

Internal Verification

OCN NI qualifications must be scrutinised through the centre's internal quality assurance processes as part of the recognised centre agreement with OCN NI. The centre must appoint an experienced and trained centre internal verifier whose responsibility is to act as the internal quality monitor for the verification of the delivery and assessment of the qualifications.

The centre must agree a working model for internal verification with OCN NI prior to delivery of the qualification.

Internal Verifiers must:
- hold a minimum of a Level 5 leadership and management qualification
- have at least three years' practical management experience
- have direct or related relevant experience in assessment and verification
- attend OCN NI's internal verifier training

Internal verifiers are required to:
- support tutors and assessors
- sample assessments according to the centre's sampling strategy
- ensure tasks are appropriate to the level being assessed
- maintain up-to-date records supporting the verification of assessment and learner achievement

Structure and Content

> **OCN NI Level 4 Certificate in Understanding Management Theories**

Learners must successfully complete all 4 mandatory units to achieve the qualification – 16 credits.

Total Qualification Time (TQT) for this qualification: 160 hours
Guided Learning Hours (GLH) for this qualification: 100 hours

Unit Reference Number	OCN NI Unit Code	Unit Title	TQT	Credit Value	Level
J/615/7428	CBD825	Understanding People Management Theory	70	7	Four
L/615/7429	CBD826	Understanding Finance for Non-Financial Managers	20	2	Four
F/615/7430	CBD827	Understanding Project Management Theory	40	4	Four
J/615/7431	CBD828	Understanding Management Styles	30	3	Four

For reference:
RQF Level 4 Descriptors

Knowledge descriptor (the holder…)	Skills descriptor (the holder can…)
Has practical, theoretical or technical knowledge and understanding of a subject or field of work to address problems that are well defined but complex and non-routine. Can analyse, interpret and evaluate relevant information and ideas. Is aware of the nature of approximate scope of the area of study or work. Has an informed awareness of different perspectives or approaches within the area of study or work..	Identify, adapt and use appropriate cognitive and practical skills to inform actions and address problems that are complex and non-routine while normally fairly well-defined. Review the effectiveness and appropriateness of methods, actions and results.

Unit Details

Title	Understanding People Management Theory
Level	Four
Credit Value	7
Guided Learning Hours (GLH)	50
OCN NI Unit Code	CBD825
Unit Reference No	J/615/7428

Unit purpose and aim(s): This unit will enable the learner to understand the principles of best practice people management and the impact this can have on staff engagement, motivation and individual's development.

Learning Outcomes	Assessment Criteria
1. Understand current theoretical models of people management practice.	1.1. Research and compare at least two management style models and how these can impact on people management practice. 1.2. Reflect on own experience of being managed identifying positive experiences and areas for improvement.
2. Understand the relationship between emotional intelligence and effective management.	2.1. Explain at least two models of emotional intelligence. 2.2. Research and analyse the role emotional intelligence plays in effective management. 2.3. Evaluate own beliefs in relation to emotional intelligence and potential impacts regarding people management.
3. Understand the theories underpinning effective people management.	3.1. Analyse and critically compare at least two motivational theories in relation to effective people management. 3.2. Summarise the benefits of understanding own learning style, and that of your team, with regard to effective people management. 3.3 Analyse the impact of different methods of communication in relation to staff morale and engagement. 3.4 Evaluate the appraisal cycle and analyse the benefits and weaknesses of a 360-degree appraisal process. 3.5 Differentiate between performance management activities and disciplinary processes explaining the performance management cycle.

Assessment Guidance		
The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.		

Assessment Method	Definition	Possible Content
Portfolio of evidence	A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes OR A collection of documents containing work that shows	Learner notes/written work Learner log/diary Peer notes Record of observation Record of discussion

		the learner's progression through the course	
Professional Discussion	A structured discussion that enables the learner to explain application in practice	Taped discussion –fully transcribed or relevant evidence identified on a tutor record
Practical demonstration/assignment	A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge	Record of observation Learner notes/written work Learner log
Coursework	Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course	Record of observation Learner notes/written work Tutor notes/record Learner log/diary

Title	Understanding Finance for Non-Financial Managers
Level	Four
Credit Value	2
Guided Learning Hours (GLH)	10
OCN NI Unit Code	CBD826
Unit Reference No	L/615/7429

Unit purpose and aim(s): This unit will enable the learner to understand the key skills and competencies in relation to financial management required to effectively manage a team/departmental budget.

Learning Outcomes	Assessment Criteria
1. Understand key activities and procurement processes associated with financial management.	1.1. Explain the context and function of each of the following in relation to financial management: a) profit and loss b) balance sheet c) variance sheet d) cost centres 1.2. Summarise the processes associated with public sector procurement protocols. 1.3. Analyse given financial data identifying possible inaccuracies and corresponding corrective action.
2. Understand the process of budgeting and budget management.	2.1. Explain what is meant by budgetary control and the processes by which a budget is managed. 2.2. Develop and apply a budgeting tool to monitor a departmental budget for a 12-month period including: a) key budget lines b) budget allocation c) apportionment
3. Be able to review the effectiveness of own departmental budget.	3.1. Evaluate the effectiveness of chosen budgeting tool for a given period identifying areas for improvement.

Assessment Guidance

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

Assessment Method	Definition	Possible Content
Portfolio of evidence	A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes OR A collection of documents containing work that shows the learner's progression through the course	Learner notes/written work Learner log/diary Peer notes Record of observation Record of discussion
Coursework	Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course	Record of observation Learner notes/written work Tutor notes/record Learner log/diary

E-assessment	The use of information technology to assess learners' work	Electronic portfolio E-tests

Title	Understanding Project Management Theory
Level	Four
Credit Value	4
Guided Learning Hours (GLH)	20
OCN NI Unit Code	CBD827
Unit Reference No	F/615/7430

Unit purpose and aim(s): This unit will enable the learner to understand the key approaches and competencies in relation to effective project management.

Learning Outcomes	Assessment Criteria

1. Understand the process of effective project management.	1.1 Explain the boundaries of a given project.
	1.2 Analyse the steps and stages in project management.
	1.3 Research and evaluate Specific, Measurable, Achievable, Relevant and Time-bound (SMART) objectives for project planning.
	1.4 Explain the following terms in relation to project management:
	  a) stakeholder
	  b) needs analysis
	  c) workflow
	  d) project plan

2. Understand the project management tools and methodologies.	2.1 Critically compare at least two project management methodologies.
	2.2 Research and analyse at least four project management tools identifying the strengths and weaknesses of each.
	2.3 Explain and demonstrate the tools used in the application of the following in relation to project management:
	  a) qualitative evaluation
	  b) quantitative evaluation
	  c) formative evaluation
	  d) summative evaluation
	  e) impact analysis

Assessment Guidance

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

Assessment Method	Definition	Possible Content
Portfolio of evidence	A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes OR A collection of documents containing work that shows the learner's progression through the course	Learner notes/written work Learner log/diary Peer notes Record of observation Record of discussion
Practical demonstration/assignment	A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge	Record of observation Learner notes/written work Learner log

Coursework	Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course	Record of observation Learner notes/written work Tutor notes/record Learner log/diary
Professional Discussion	A structured discussion that enables the learner to explain application in practice	Taped discussion –fully transcribed or relevant evidence identified on a tutor record
E-assessment	The use of information technology to assess learners' work	Electronic portfolio E-tests

Title	Understanding Management Styles
Level	Four
Credit Value	3
Guided Learning Hours (GLH)	15
OCN NI Unit Code	CBD828
Unit Reference No	J/615/7431

Unit purpose and aim(s): This unit will enable the learner to understand the skills, attributes and competencies required to be an effective manager.

Learning Outcomes	Assessment Criteria
1. Understand the difference between management and leadership.	1.1 Critically compare and analyse the difference between management and leadership. 1.2 Critically compare the positive and negative aspects of at least three management styles. 1.3 Analyse own experience of being managed in terms of management style and its effectiveness.
2. Understand and evaluate own management style.	2.1. Analyse and evaluate own management style identifying possible areas for improvement. 2.2. Develop a plan to address areas identified for improvement.

Assessment Guidance

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

Assessment Method	Definition	Possible Content
Portfolio of evidence	A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes OR A collection of documents containing work that shows the learner's progression through the course	Learner notes/written work Learner log/diary Peer notes Record of observation Record of discussion
Coursework	Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course	Record of observation Learner notes/written work Tutor notes/record Learner log/diary

Quality Assurance of Centre Performance

External Verification

All OCN NI recognised centres are subject to External Verification. External verification visits and monitoring activities will be conducted annually to confirm continued compliance with the conditions of recognition, review the centre's risk rating for the qualification and to assure OCN NI of the maintenance of the integrity of the qualification.

The External Verifier will review the delivery and assessment of this qualification. This will include the review of a sample of assessment evidence and evidence of the internal verification of assessment and assessment decisions. This will form the basis of the EV report and will inform OCN NI's annual assessment of centre compliance and risk. The External Verifier is appointed by OCN NI.

Standardisation

As a process, standardisation is designed to ensure consistency and promote good practice in understanding and application of standards. Standardisation events:

- make qualified statements about the level of consistency in assessment across centres delivering a qualification
- make statements on the standard of evidence that is required to meet the assessment criteria for units in a qualification
- make recommendations on assessment practice
- produce advice and guidance for the assessment of units
- identify good practice in assessment and internal verification

Centres offering units of an OCN NI qualification must attend and contribute assessment materials and learner evidence for standardisation events if requested.

OCN NI will notify centres of the nature of sample evidence required for standardisation events (this will include assessment materials, learner evidence and relevant assessor and internal verifier documentation). OCN NI will make standardisation summary reports available and correspond directly with centres regarding event outcomes.

Administration

Registration

A centre must register learners within 20 working days of commencement of this qualification.

Certification

Certificates will be issued to centres within 20 working days of receipt of correctly completed results marksheets. It is the responsibility of the centre to ensure that certificates received from OCN NI are held securely and distributed to learners promptly and securely.

Charges

OCN NI publishes all up to date qualification fees in its Fees and Invoicing Policy document. Further information can be found on the centre login area of the OCN NI website.

Equality, Fairness and Inclusion

OCN NI has considered the requirements of equalities legislation in developing the specification for this qualification.

For further information and guidance relating to access to fair assessment and the OCN NI Reasonable Adjustments and Special Considerations policies, centres should refer to the OCN NI website.

OCN NI Level 4 Certificate in Understanding Management Theories
Qualification Number: 603/1617/2

Operational start date: 1 June 2017
Operational end date: 31 May 2027
Certification end date: 31 May 2031

Open College Network Northern Ireland (OCN NI)
Sirius House
10 Heron Road
Belfast
BT3 9LE

Phone: 028 90463990
Fax: 028 90460573

Web: **www.ocnni.org.uk**