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| 5OS06  Leadership and management development |
| *Learner Assessment Brief* |
| **Assessment ID / CIPD\_5OS06\_23\_01** |
| Text  Description automatically generated  *Level 5 Associate Diploma in*   * People Management * Organisational Learning and Development * Version 1 – Released January 2023 * Expires September 2024 |

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| **Please write clearly in block capitals. (You MUST complete all highlighted fields)** | | | | | | | | | | |
| **Centre number:** | 8 | | 7 | | | 5 | | |  | |
| **Centre name:** | Oakwood International | | | | | | | | | |
| **Learner number (1st 7 digits of CIPD Membership number):** |  |  | |  |  | |  |  | |  |
| **Learner surname:** |  | | | | | | | | | |
| **Learner other names:** |  | | | | | | | | | |
| **Declared total word count (You MUST provide your wordcount for each submission)** |  | | | | | | | | | |
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| **Unit code:** | 5OS06 | | | | | | | | | |
| **Unit title:** | Developing Leadership and Management Skills | | | | | | | | | |
| **Assessment ID:** | CIPD\_5OS06\_23\_01 | | | | | | | | | |
| **Assessment start date:** |  | | | | | | | | | |
| **Assessment submission date:** |  | | | | | | | | | |
| **First resubmission date for centre marking – if applicable** |  | | | | | | | | | |
| **Second resubmission date for centre marking – if applicable** |  | | | | | | | | | |
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| **Assessor name (1st Submission):** |  | | | | | | | | | |
| **Assessor Electronic signature:** |  | | | | | | | | | |
| **Assessor name (2nd Submission):** |  | | | | | | | | | |
| **Assessor Electronic signature:** |  | | | | | | | | | |
| **Assessor name (3rd Submission):** |  | | | | | | | | | |
| **Assessor Electronic signature:** |  | | | | | | | | | |
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| **IQA name (if applicable):** |  | | | | | | | | | |
| **IQA signature (if applicable):** |  | | | | | | | | | |

5OS06  
Leadership and management development

This unit builds on the fundamentals of learning and development, taking a closer look at the essential area of leadership and management and how this is critical in developing the right culture and behaviours to establish a working environment which cohesive, diverse, innovative and high performing. Choosing the right tools and approaches to facilitate development will impact organisational effectiveness.

## Preparation for the Tasks:

* At the start of your assignment, you are encouraged to plan your assessment work with your Assessor and where appropriate agree milestones so that they can help you monitor your progress.
* Refer to the indicative content in the unit to guide and support your evidence.
* Pay attention to how your evidence is presented, remember you are working in the People Practice Team.
* Ensure that the evidence generated for this assessment remains your own work.

## You will also benefit from:

* Completing and acting on formative feedback from your Assessor.
* Reflecting on your own experiences of learning opportunities and continuous professional development.
* Reading the CIPD Insight, Fact Sheets and related online material on these topics as well as key research authors on the subject.

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# Scenario

You have recently taken up the role of Learning and Development Manager at Highgate Opticals who are a medium-sized company that manufacture designer eyewear. They are experiencing rapid growth due to an increase in their customer base and are aware that they now need a strategic formalised learning and development plan to support the business.

During your first meeting with the board, you ask why on reviewing the company’s performance and development records there is an absence of any leadership and management development. Further discussion reveals that the focus of the company has always been on developing the core workforce and that the majority of the line and senior managers have been promoted from within. Therefore, they have not felt a need to develop the management team.

Throughout the remainder of the meeting, they are extremely receptive to your ideas and welcome insight and understanding of this area of learning. They ask you to prepare a report to enlighten them.

To achieve this, you are required to produce a report that consists of two sections. You should provide a written response to each point in each section, making appropriate use of academic theory and practical examples to expand your response and illustrate key points.

To help the reader, please use headings and assessment criteria references to signpost the assessment criteria being addressed. Please refer to word count policy.

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# Section one

You are required to:

* Analyse the external factors that drive the need for leadership and management within the organisation. (AC 1.1)
* Explain the key differences between leadership and management roles and styles and the implications of each for organisational effectiveness. (AC 1.2)
* Compare the different knowledge, skills and behaviours required for leadership and management in organisations. (AC 1.3)
* Evaluate the different concepts and range of approaches that are available for effective leadership and management development. (AC 2.2)
* Discuss why diversity and inclusion should be an integral component of leadership and management development initiatives. (AC 2.3)

Your evidence must consist of:

* Written responses to each of the 5 instructions above.
* Approximately 2160 words in total, refer to CIPD word count policy.
* IMPORTANT NOTE: At Associate Level Referencing is mandatory – you must provide a reference where you have drawn from a secondary source; Harvard referencing is preferable. Please use the Reference box provided to record all your long references.Short references should be included within the narrative. We advise you read the guidance on how to set out your references on the Learner Hub.
* Upload the completed Learner Assessment brief, with both tasks completed, through the Assignments option in the Oakwood Learner Hub.

*Section one - Questions*

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| Analyse the external factors that drive the need for leadership and management within the organisation (AC 1.1)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 450 words** |
| *Type here…* |

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| Explain the key differences between leadership and management roles and styles and the implications of each for organisational effectiveness. (AC 1.2)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 500 words** |
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| Compare the different knowledge, skills and behaviours required for leadership and management in organisations. (AC 1.3)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| *Type here…* |

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| Evaluate the different concepts and range of approaches that are available for effective leadership and management development. (AC 2.2)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 450 words** |
| *Type here…* |

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| Discuss why diversity and inclusion should be an integral component of leadership and management development initiatives. (AC 2.3)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 360 words** |
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### References

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| **Please provide your full long reference list here. The Harvard method is preferable. Please refer to the guidance on the Learner HUB.** |
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# Section two

Section two should provide understanding of the role of people professionals in supporting leadership and management initiatives, the range of stakeholders involved, and the impact of successful initiatives on the organisation.

You are required to:

* Discuss the role of people professionals in supporting leadership and management development initiatives. (AC 2.1)
* Evaluate the indicators of successful leadership and management development initiatives. (AC 3.1)
* Explain the range of stakeholders and involvement they have in leadership and management development initiatives. (AC 3.2)
* Assess the impact and importance that development strategies have on organisational culture, strategy, reputation and performance. (AC 3.3)

Your evidence must consist of:

* Written responses to each of the 4 instructions above.
* Approximately 1150 words in total, refer to CIPD word count policy.
* IMPORTANT NOTE: At Associate Level Referencing is mandatory – you must provide a reference where you have drawn from a secondary source; Harvard referencing is preferable. Please use the Reference box provided to record all your long references. Short references should be included within the narrative. We advise you read the guidance on how to set out your references on the Learner Hub.
* Upload the completed Learner Assessment brief, with both tasks completed, through the Assignments option in the Oakwood Learner Hub.

*Section two - Questions*

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| Discuss the role of people professionals in supporting leadership and management development initiatives. (AC 2.1)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 300 words** |
| *Type here…* |

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| Evaluate the indicators of successful leadership and management development initiatives. (AC 3.1)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 275 words** |
| *Type here…* |

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| Explain the range of stakeholders and involvement they have in leadership and management development initiatives. (AC 3.2)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 275 words** |
| *Type here…* |

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| Assess the impact and importance that development strategies have on organisational culture, strategy, reputation and performance. (AC 3.3)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 300 words** |
| *Type here…* |

### References

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| --- |
| **Please provide your full long reference list here. The Harvard method is preferable. Please refer to the guidance on the Learner HUB.** |
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### Assessment Criteria Evidence Checklist

You may find the following checklist helpful to make sure that you have included the required evidence to meet the task. This is not a mandatory requirement as long as it is clear in your submission where the assessment criteria have been met.

| **Section 1 –**  **Assessment criteria** | | **Evidenced Y/N** | **Evidence reference** |
| --- | --- | --- | --- |
| 1.1 | Analyse the external factors that drive the need for leadership and management within the organisation. |  |  |
| 1.2 | Explain the key differences between leadership and management roles and styles and the implications of each for organisational effectiveness. |  |  |
| 1.3 | Compare the different knowledge, skills and behaviours required for leadership and management in organisations. |  |  |
| 2.2 | Evaluate the different concepts and range of approaches that are available for effective leadership and management development. |  |  |
| 2.3 | Discuss why diversity and inclusion should be an integral component of leadership and management development initiatives. |  |  |

| **Section 2 –**  **Assessment criteria** | | **Evidenced Y/N** | **Evidence reference** |
| --- | --- | --- | --- |
| 2.1 | Discuss the role of people professionals in supporting leadership and management development initiatives. |  |  |
| 3.1 | Evaluate the indicators of successful leadership and management development initiatives. |  |  |
| 3.2 | Explain the range of stakeholders and the involvement they have in leadership and management development initiatives. |  |  |
| 3.3 | Assess the impact and importance that development strategies have on organisational culture, strategy, reputation and performance. |  |  |

### Declaration of Authentication

## Declaration by learner

|  |  |
| --- | --- |
| **I can confirm that this assessment is all my own work and where I have used materials from other sources, they have been properly acknowledged.** | |
| **Learner name:** |  |
| **Learner signature:** |  |
| **We cannot accept a typed or e-signature**. You need to scan or photograph your handwritten signature and inset the image here. **You MUST add a new date for each submission.** **\*This should be the date on which you submit your assessment.**  **Submission Date 1:**    **Submission Date 2:**    **Submission Date 3:** |  |

## Declaration by Assessor

**I confirm that:**

* **I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.**
* **The learner’s work was conducted under the conditions laid out by the assessment brief.**

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| --- | --- |
| **1st submission Assessor name:** |  |
| **Assessor signature:** |  |
| **Date:** |  |
| **2nd submission Assessor name:** |  |
| **Assessor signature:** |  |
| **Date:** |  |
| **3rd submission Assessor name:** |  |
| **Assessor signature:** |  |

5OS06

Leadership and management development

# Assessment Criteria marking descriptors.

Assessors will mark in line with the following assessment criteria (AC) marking descriptors, and will indicate where the learner sits within the marking band range **for each AC**.

Assessors must provide a mark from 1 to 4 for each assessment criteria within the unit. Assessors should use the mark descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all the mark descriptors will be present in **every** assessment criterion, so assessors must use their discretion in making grading decisions.

The grid below shows the range for each unit assessment result based on total number of marks awarded across all assessment criteria.

**To pass the unit assessment learners must achieve a 2 (Low Pass) or above for each of the assessment criteria.**

The overall result achieved will dictate the outcome the learner receives for the unit, provided **NONE** of the assessment criteria have been failed or referred.

Please note that learners will receive a **Pass or Fail** result from the CIPD at unit level. **Referral** grades can be used internally by the centre.

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| --- | --- |
| **Overall mark** | **Unit result** |
| **0 to 17** | **Fail** |
| **18 to 22** | **Low Pass** |
| **23 to 29** | **Pass** |
| **30 to 36** | **High Pass** |

| **Mark** | **Range** | **Descriptor** |
| --- | --- | --- |
| **1** | **Fail** | Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC.  Insufficient examples included, where required, to support answers.  Presentation and structure of assignment is not appropriate and does not meet the assessment brief.  Insufficient or no evidence of the use of references to wider reading to help inform answer. |
| **2** | **Low Pass** | Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC.  Sufficient and acceptable examples included, where required, to support answers.  Required format adopted but some improvement required to the structure and presentation of the assignment.  Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way.  Sufficient evidence of the use of references to wider reading to help inform answer. |
| **3** | **Pass** | Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC.  Includes confident use of examples, where required, to support each answer.  Presentation and structure of assignment is appropriate for the assessment brief.  Answers are clear and well expressed.  Good evidence of the use of references to wider reading to help inform answer. |
| **4** | **High Pass** | Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate).  Includes strong examples that illustrate the point being made, that link and support the answer well.  Answers are applied to the case organisation or an alternative organisation.  Answers are clear, concise and well argued, directly respond to what has been asked.  The presentation of the assignment is well structured, coherent and focusses on the need of the questions.  Considerable evidence of the use of references to wider reading to inform answer. |

# Marking Descriptors