



Al-Maktoum College  
of Higher Education



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# **HNC IN MANAGEMENT & LEADERSHIP PROGRAMME HANDBOOK**

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**Academic Year 2021/22**

SCQF level 8

Programme code: GP57 15

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## 1.1 WELCOME

Welcome to the HNC Management and Leadership. This programme has been designed to equip learners with the knowledge, understanding and skills across a range of disciplines to provide a sound basis for success in the business environment, both in employment, progression in employment or to higher level Business, Management and Leadership degrees or professional qualifications. The HNC introduces the key functions in a business organisation for example management, economics, marketing, business law and the ability to manage change driven by emerging technologies and changes in the internal and external environments. The HNC also develops human cognitive and transferable skills that are key for success in the business environment.

As a student of Al-Maktoum College of Higher Education you will benefit from an extensive programme taking place at our campus within Dundee, delivered by our dedicated team and other professional colleagues who are subject specialists. We aim to provide a cohort-based experience for all of our students through facilitating access to events which run throughout the academic year to share insights and knowledge from across our academic subjects.

Please engage with our virtual and in-person events which we have coordinated to aid with your student journey, creating a sense of community and support. Please contact us if you have any questions, suggestions or concerns.

I welcome you all into our community and wish you the very best for your studies.

Warm wishes

Michelle Young

**Academic Registrar and Programme Lead**

## 1.2 STAFF

**Michelle Young Academic Registrar, Programme Lead and Lecturer in Business, Management and Leadership.** Office hours: **Tuesdays 3.30-5pm**, email: [m.young@almcollege.ac.uk](mailto:m.young@almcollege.ac.uk) call: 01382 908070

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General admin enquiries should be emailed to [studentadmin@almcollege.ac.uk](mailto:studentadmin@almcollege.ac.uk)

## 1.3 AIMS AND outcomes

The HNC in Management and Leadership is particularly suitable for students who wish to develop a broad understanding in areas such as self-management, managing operations and leading teams. This HNC is a recognised qualification that is respected by employers across many industry sectors and is jointly certificated with the Chartered Management Institute (CMI). It includes a wide range of units including Managing People, Economics, Business Law and Managing Operational Resources.

The overall aims have been established in their current form and have been refreshed and updated moderately in line with consultation, evolving developments in technological change and a desire for more integrated learning about business organisations.

While undertaking the HNC in Management and Leadership, you are eligible for 12 months free studying membership of the CMI. On achievement of the HNC, you are eligible for Associate (ACMI) membership of the CMI.

The HNC is suitable for a wide range of candidates including:

- Adult returners to education
- Individuals in a range of industry sectors who wish to develop their team leader/manager skills or who aspire to a promoted leader/manager position
- Those seeking to progress their studies
- School leavers

## 1.4 LEARNING HOURS

Classes are made up of lectures, seminars and tutorials. For SCQF level 16 units, there will be 4 hours teaching per week, and the SCQF level 8 units will have 2 hours teaching per week. You will be expected to undertake equal hours per week for independent study including reading, homework or exercises which will be assigned by your lecturers. Therefore, for each semester there will be approximately 8 hours per week for teaching and 8 hours per week for independent study tasks.

## 1.5 UNIT INFORMATION

Unit code	Title	SCQF level	HN Credits
H1F1 34	Management: Developing Self-Management Skills	7	1
H1F2 34	Management: Leadership at Work	7	1
J1BY 34	Manage Operational Resources	7	2
J1F5 34	Managing People	8	2
J1LW 34	Management and Leadership: Graded Unit 1	7	1
J462 34	Economic Issues: An Introduction	7	1
J56B 34	Business Law: An Introduction	7	1
J4DL 34	Managing People and Organisations	7	2
F7BX 34	Marketing: An Introduction	7	1

### **Economic Issues: An Introduction**

This unit introduces you to fundamental issues in economics with a particular emphasis on the business environment. You will consider the basic economic problem, how consumers and other economic agents address this problem, and how markets can be used to allocate resources. You are introduced to the operation of markets and actions that can be taken to help avoid market failure. The unit introduces the theory of National Income and the circular flow of Income model.

Outcomes:

On successful completion of the unit, you will be able to:

1. Explain the allocation of resources within the economy.
2. Explain the theory of National Income.
3. Explain and evaluate the role of government policy in correcting market failures.

### **Business Law: An Introduction**

This unit is designed to introduce you to several aspects of law that you may encounter in a commercial environment. The unit must introduce Scottish law and differentiate the powers of Holyrood and Westminster. It explores the different legal entities of business, contract law, and key features of the laws surrounding employment and the consumer. The unit is primarily intended for anyone who requires a general awareness of legal matters in a business context and on successful completion is not intended to render students competent to apply the law unaided.

Outcomes:

On successful completion of the unit, you will be able to:

1. Outline the significance of four areas of law affecting business today.
2. Explain the law of contract.
3. Compare and contrast the legal characteristics of the various types of business organisations.

## **Managing People and Organisations**

This unit is designed to enable you to gain an understanding of different approaches to managing an organisation in today's dynamic and complex business environment. Whether intending to or working in an administrative, commercial or management role, it will introduce you to current management theories and practice to enable you to use these to evaluate organisational effectiveness.

Outcomes:

On successful completion of the unit the learner will be able to:

1. Explain the importance of organisation structure and design in relation to its environment.
2. Analyse factors that influence workplace performance.
3. Analyse factors that influence managerial performance.

## **Management: Developing Self Management Skills**

The purpose of this unit is to enable you to recognise the importance of personal development and to develop skills which will enable you to continuously develop as you progress through your career. It enables you to become more self-aware in terms of your personal and career goals and how these may be influenced by factors such as work-life balance and their ethical approach. The unit also enables you to apply the lessons from this enhanced self-awareness to preparing, implementing and evaluating a personal development plan for yourself. The Unit highlights that continuous professional development is a key tool in embarking upon and maintaining a successful managerial career. The unit is aimed at candidates who have current experience of working in a position with management responsibilities or who are returning to management after a break. However, it is also suitable for those who do not presently have current management experience but have realistic aspirations of taking up a management role in the future.

Successful completion of this unit will provide a foundation for further management units at more advanced SCQF levels.

On completion of the unit, you should be able to:

1. Develop self-awareness
2. Implement and evaluate a Personal Development Plan.

## **Management: Leadership at Work**

The purpose of this unit is to enable you to analyse approaches to leadership and apply them to leading a team within a functional area or department of an organisation. It emphasises the need to ensure that the leadership approach can motivate, support and direct people to achieve the vision and objectives for a team in a given work area. The unit is aimed at candidates who have current experience of working in a position with management responsibilities or who are returning to management after a break. It is also suitable for those who do not presently have current management experience but have realistic aspirations of taking up a management role in the future.

On completion of the Unit you should be able to:

1. Analyse approaches to leadership.
2. Analyse team leadership.

### **Manage Operational Resources**

This unit is designed to develop the skills required to analyse the management of operational resources in an organisation. It enables you to recognise the key role of the transformation process and how all aspects of operational management are built around it. The unit focuses on key areas of operations management within service and product organisations alike: quality; ethics and environmental considerations; the impact of technology; health and safety; and budgetary control. It is aimed at learners who have current experience of working in a position with management responsibilities or who are returning to management after a break. It is also suitable for those who do not presently have current management experience but have aspirations of taking up a management role in the future.

On successful completion of the unit, you will be able to:

1. Analyse the management of operations.
2. Utilise financial data in operations management.

### **Managing People**

This unit is designed to develop the knowledge and skills you will need to manage people effectively in the workplace across private, public or voluntary sector regardless of functional area. It considers and focuses on the role of the manager in managing people at each stage of the employment cycle ie, from recruitment through to exiting. It is aimed at learners who have current experience of working in a position with management responsibilities or who are returning to management post after a break. It is also suitable for those who do not presently have current management experience but have aspirations of taking up a management role in the future.

On successful completion of the unit, you will be able to:

1. Critically analyse the roles and responsibilities of managers.
2. Evaluate the role of the line manager in recruitment and selection and onboarding.
3. Maintain and improve the performance of people and teams at work.
4. Evaluate the role of the manager in managing the exit process.

### **Marketing: An Introduction**

This unit is designed to provide you with the knowledge and understanding of marketing and its importance in organisations. This unit is also designed to develop your understanding of the marketing mix in the context of both products and services. This is an introductory unit which can be used by candidates who may wish to progress to more specialised marketing units.

On completion of this unit, you should be able to:

1. Explain the nature of marketing and its importance in organisations.
2. Explain marketing decisions for a product based and a service organisation.

## **Management & Leadership Graded Unit 1**

This graded unit is designed to provide evidence that you have achieved the following principal aims of the HNC in Management and Leadership:

1. Develop a range of leadership and management competences required by employers of those engaged in or aspiring to leadership or managerial responsibility
2. Develop the skills required of a connected leader manager to enable learners to connect with co-workers, peers, customers and other stakeholders
3. Enhance employment opportunities for learners who require to have an understanding of their contribution within an organisation and who may be required to undertake leadership responsibility for a given area/project or idea

The marks allocated to each stage will then be aggregated to arrive at an overall mark for the project. Assessors will then assign an overall grade to the learner for this graded unit based on the following grade boundaries:

- A = 70%–100%
- B = 60%–69%
- C = 50%–59%

## **1.6 ASSESSMENT**

The HNC in Management and Leadership requires completion of an appropriate combination of Units totalling 96 SCQF credit points (12 SQA HN credits). A minimum of 48 SCQF credits (6 SQA HN credits) must be completed at SCQF level 7.

Assessments are both formative and summative, including essays, presentations and exams.

All assessments aim to enhance your communication and IT skills, develop your problem solving and critical analysis as well as working to deadline.

For example, the group presentation is a chance for you to develop your presentation and communication skills which are important for employability. Formative assessments are used to provide you with an opportunity to develop your subject knowledge and skills, prior to using them in summative assessments.

## **Management and Leadership Graded Unit 1**

This graded unit will be assessed using a project-based practical assignment. The project should provide you with the opportunity to produce evidence that demonstrates you have met the aims of this graded unit. The project undertaken must be a complex task which involves:

- variables which are complex or unfamiliar
- relationships which need to be clarified
- a context which may be unfamiliar

The project must require you to:

- analyse the task and decide on a course of action for undertaking the project
- plan and organise work and carry out the task through to completion
- reflect on what has been done and draw conclusions for the future
- produce evidence of meeting the aims which this graded unit has been designed to cover

### **Conditions of assessment:**

The student should be given a date for completion of the project. However, the instructions for the project will be distributed to allow the student sufficient time to assimilate the details and carry out the project. During the time between the distribution of the project instructions and the completion date, assessors may answer questions, provide clarification, guidance and reasonable assistance. The project will be marked as soon as possible after the completion date.

The final grading given will reflect the quality of the student's evidence at the time of the completion date. The evidence for the project is generated over time and involves three distinct stages, where each stage has to be achieved before the next is undertaken. Thus any re-assessment of stages must be undertaken before proceeding to the next stage. If a student fails the project overall or wishes to upgrade, then this will be done using a substantially different project i.e., all stages are undertaken using a new project, assignment, case study, etc. In this case, a student's grade will be based on the achievement in the re-assessment, if this results in a higher grade.

### **Reasonable assistance**

Reasonable assistance is the term used by SQA to describe the difference between providing learners with some direction to generate the evidence for assessment and providing too much support which would compromise the integrity of the assessment. Reasonable assistance is part of all learning and teaching processes. In relation to the project, assessors may provide advice, clarification and guidance during the time between the distribution of the project instructions and the completion date i.e., at each stage of the project.

## 1.7 EXTENSIONS

Student Administration will be responsible for recording any extensions which have been approved. Students must complete the Extension Request form which is available within the Student Resources section of the website [www.almcollege.ac.uk/assessment/](http://www.almcollege.ac.uk/assessment/)

The College aims to ensure fair and equal treatment in the assessment of all students and that no student is unjustly denied or unfairly granted the benefits of continuous assessment. Please consult the Summative Assessment Policy for more details. <https://www.almcollege.ac.uk/policies-documents/>

The College is aware that its aim of securing fair and equal treatment in the assessment of all students is ultimately inextricable from disability-related issues and is, therefore, anxious to ensure that proper provision/reasonable adjustment is always made. You can help the College to achieve this aim by communicating any relevant information to Student Administration [studentadmin@almcollege.ac.uk](mailto:studentadmin@almcollege.ac.uk)

## 1.8 GRADING CRITERIA

Each unit will be assessed individually. You must meet the minimum evidence requirements as defined in the learning outcomes. The successful achievements, approved by the Academic Standards Committee, will count in determining progression and contribute to the award.

Under no circumstances shall any candidate be permitted to submit themselves for assessment in any element more than twice. In the case of a candidate failing to complete a prescribed element of assessment on time, permission for a second assessment will only be granted if the failure is on account of illness or other good cause. The result of that assessment will contribute towards progression and award. The passing rate should be not less than 50% of each element of assessments.

## 1.9 READING LISTS

Lecturers will provide the reading lists for their specific units.

### **Membership**

Chartered Management Institute (CMI):

HNC graduates are eligible for entry into the Institute's Chartered Banker Diploma (ACBD). For more information see <https://www.charteredbanker.com/>