Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112

Qualification structure

Qualification Type: Principal Qualification	Discipline: G	Sector: C00	Level: 4	No in series: 01	Year of approval: 12
Credit value: 29 Credit hours		Certification requirement: 8 units: 3 core, 5 specialist			

Qualification aims

The aim of the qualification is enhance learners' career and employability in the areas of business and administration by developing a critical awareness and appreciation of contemporary business issues. The qualification provides learners with an understanding of business and administration with a focus on to the functional areas of business administration such as management, operations, business resources, business communication, organisational structures and general office procedures.

Qualification units

Core units

Unit code:	Unit no:	Unit title:	Level:	Credit value:
FC000401212	1	Contribute to the implementation of emergency procedures	4	3
FC000401312	2	Facilitate effective workplace communication	4	3
OF450400712	3	Develop community participation through active citizenship	4	4

Specialist units

OF950400212	4	Understanding the principles of management and leadership	4	4
OF950400412	5	Develop and lead teams and individuals	4	3
GC000400112	6	Lead and manage people	4	3
GC000400212	7	Manage people performance	4	4
GC000400312	8	Demonstrate management capabilities	4	5

Optional units

Unit code:	Unit no	Unit title:	Level:	Credit value:

Prerequisites

Entry requirements	Requirements
Learners will require the following skills for completion of this unit as follows: Analytical skills, communication skills, effective business relationships, information management skills, presentation skills, research and data collection skills, relate to people from diverse backgrounds, and diverse abilities. The unit is open to candidates of either gender and there are no entry barriers on grounds of race, creed or previous academic attainment or learning.	• IELTS level 4 or equivalent is required. • Functional IT skills would be an advantage. • Minimum level entry qualification is at Level 3. Credit transfer is available as published

There should be equality of access for candidates and candidates must be enabled and supported to undertake this qualification. All institute staff involved in the assessment or delivery of these qualifications should understand learner's requirements and through initial assessment, match them to the needs and capabilities before entering learners as candidates for this qualification.	

Qualification pathways		
This qualification	Qualification pathways:	
Certificate 4 in Management	Certificate 4 in Business Administration Diploma in Business Administration	

Copyright and ownership		Modification history	
Copyright of units, Intellectual Property Rights and ownership of the qualification will be owned by ACTVET.		Release no: 1	Previous code:
		Comment:	New code:
National Occupational Standards		Not available	

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Qualification overview	
These qualifications are suitable for:	People intending to work as first line clerical staff across a wide range of industries and types of organisations in the UAE. This qualification is aimed at candidates who work in first line level office administration or management and is for people that want to progress to a management role. There is no age group restriction for learners.
Target market	The target market for this qualification is for persons with no experience of management who are first line employees.
Job activities/tasks	The core component of this qualification contains competencies in: health and safety, communication information, and citizenship the specialist units include: understanding the principles of management and leadership, develop and lead teams and individuals, lead and manage people, manage people performance and manage capabilities.
Work context/conditions	This qualification is for any individual who is, or wishes to be, involved in the administration function in any organisation or office in any sector, or field.
Example employers	Government organisations Private sector employers

Example jobs	Related occupations
Office Manager Office Supervisor Office worker Administration assistant	Retail worker Customer service staff
Professional association	International professional association such as Chartered Institute of Management.

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Delivery and Assessment

Mode of delivery

Mode of delivery will be classroom or any other mode of delivery that meets the needs of the learner, ensuring learner has access to appropriate resources.

It is strongly advised that learning and development of subject content and associated skills be referenced to real vocational situations in an office environment.

Arrangements for learners with special assessment requirements

Arrangements for learners with special assessment requirements may need to be adapted to meet;

- language requirements
- cultural or religious requirements
- physical disabilities
- particular learning needs.

Trainer qualifications

Training of learners will be by qualified Licensed Vocational Trainers who meet the requirements for employment in an ACTVET licensed institute and hold the required qualifications of Licensed Vocational Trainer (proposed). Licensed Vocational Trainers should be qualified and have recent experience of work in office environments.

The trainer will comply with all licensing and accreditation requirements for an ACTVET Licensed Trainer.

Training methods

Licensed Vocational Trainers must use appropriate methods of training for classroom environment that reflects the vocational requirements of a workplace setting. Learning must be paced to meet the learner's needs, preferred style of learning and is taught at a level where all learners comprehend the concepts trained.

Assessment

Assessment will be in classroom environment conducted by Assessors who meet the requirements for employment in an ACTVET licensed institute and hold the required qualifications of Licensed Vocational Assessor.	Assessors must have:
	• licensed Vocational Assessor qualifications or similar
	• applied industrial experience
Assessment methodology will be selected to utilise the most appropriate methods of assessment for the knowledge or skill involved and will be tailored to meet the requirements of the Unit Standards.	• assessment practices that meet QFEmirates National Standards of assessment
	• regular professional development practices.
Assessors must take into consideration any special assessment arrangements for learners to ensure learners are not disadvantaged in the assessment process.	

Assessment methods
All assessment methods must use the appropriate assessment methods to assess knowledge and skill. There must be fair, valid, reliable, authentic and sufficient evidence for all assessment criteria. A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this qualification: • assessment of written reports summarising results of candidate skills assessment and selection outcomes   • observation of techniques   • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate   • oral or written questioning   • review of authenticated documents from the workplace or training environment   • review of testimony from team members, colleagues, supervisors, managers, clients or candidates.

Assessor decisions will make assessments that will be coded according to the following schedule:	Code to be inserted on record sheet
Observation of the candidate by the assessor (Role play scenarios included)	O
Examination of the evidence by the assessor:	
Examination of a product	EP
Examination of the witness/expert testimony	EWT
Examination of a case history	ECH
Examination of a personal statement	EPS
Examination of written answers to questions	EWQ
Questioning of the candidate or witness by the assessor:	
Questioning of the candidate	QC
Questioning of the witness	QW
Professional Discussion	PD
Realistic working environment	RWE
Simulation	S

Integrated assessment	Integrated assessment unit opportunities		
Integrated assessment opportunities are available	1, 3 and 6	2 and 5	3 and 4

Verifier	Vocational verifiers must have
The Verifier will observe Assessors carrying out assessments, review assessment decisions from the evidence provided and hold meetings with the assessment team to ensure consistency in the use of paperwork and interpretation of the qualification's requirements. Verifiers will ensure that learner tracking of registration for qualifications, assessment decisions and achievement, are recorded and maintained accurately and timely and are open to scrutiny.	• verifier qualifications or similar • applied industrial experience • verification practices that meet NQEmirates National Standards of verification • regular professional development practices • ability to manage the learner's work environment for the verification process • ability to evidence standardisation processes.

Verification method
Assessment and verification process will conform to the following:

• Institute systems for learner, assessment and verification are unified. • Qualified Assessors must be used for all assessment. • Learner's achievement is evidenced and recorded. • Learner is included in the assessment decision making process. • Assessment of learner's achievement is evidenced by best practice. • Assessment takes into account diversity and language differences. • Assessment of learner's achievement is tracked and recorded. • Learner will be able to compile their portfolio using their preferred technology. • Assessment uses valid, fair, authentic and reliable practice and reduces barriers to assessment.	• Evidence collection makes efficient use of assessment opportunities and work production. • Licensed Vocational Verifiers must be used for all verifications. • Verification of learner's achievement is evidenced by best practice. • Verification of learner's achievement is tracked and recorded. • Standardisation of assessment and verification processes are evidenced • Evidence of sharing of learner, assessor and verifier best practice. • Evidence that complaints are addressed, recorded and solved effectively. • National Industry Sector Classification Code (SIC) to classify units and qualifications as per the guidance in the QFEmirates handbook.

Assessing and grading
This qualification is a knowledge, skills and application qualification. Assessment should, where possible, take a holistic approach. Assessment in one unit can be used as the assessment for another, if the assessed piece of work covers the criteria in the units. Assessment must be accessible for learners and the process of assessment as simple as possible. Learners must demonstrate competence by producing a portfolio of evidence. This qualification is examined in two ways: assessment of performance and underpinning knowledge. All performance is assessed by an assessor against the performance criteria and recorded in the Cumulative Assessment Record. Competence recognises all qualification requirements have been achieved. Not yet competent means all requirements have been attempted but yet to be achieved, insufficient evidence means all requirements have not been attempted. Underpinning knowledge is examined that more than 80% of the predetermined marking criteria should be met. This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended will require prior approval from the External Verifier.

Learner evidence
Learners must demonstrate knowledge and skill achievement in a presented portfolio.

Integrated assessment
Opportunities for integrated assessment are possible between units 2, 4, 5, 6, 7 and 8 and 4, 5 and 6 and 7 and 8.

Risk in assessment
The learner's work environment needs proper management and risk management analyses. The following risks will be observed in the training, assessment and verification phases: • health and safety • stressing the learner • inauthentic evidence/collation/unjustifiable support to the learner • over-assessment • potential of unfairness to the learner • failing to meet assessment strategy of a qualification.
Appeals procedure
In the event that a learner judges that he is being unfairly considered in the assessment or verification process he has the right to appeal using the recognised appeals procedure and documentation (not included in this submission). In the event that an assessor judges that he is being unfairly considered in the assessment or verification process he has the right to appeal using the recognised appeals procedure and documentation.

Abu Dhabi Centre for Technical and Vocational Education and Training		
Management		
Qualification title: Certificate 4 in Management		
Qualification code: PQGC00040112		
Unit: 1		
Unit title: Contribute to the implementation of emergency procedures		
Unit code: FC000401212		
Business Administration		
Level: 4	Credit value: 3	Notional learning hours: 45 hours

Unit information

Unit description of content

This unit describes the performance outcomes, skills and knowledge required to contribute to the implementation of planning and response procedures for emergencies, identify potential emergencies, identify options for initial response, develop strategies for the ongoing management of candidates and monitor emergency response and address deficiencies.

Information for learning and achievement

This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance. Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met. Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.

Assessment can include role play, scenario setting, use of drama, presentations, written material, notes, checklists, lists, statements, comparative charts, and diagrammes.

Recording and storing of learner achievement

Keep evidence of learner's work in the centre for up to one year.
Encourage learners to maintain learning logs and evidence of professional development.
Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 1 Unit title: Contribute to the implementation of emergency procedures Unit code: FC000401212 Business Administration		
Level: 4	Credit value: 3	Notional learning hours: 45 hours

Assessment criteria: knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Understand how to identify potential emergencies

Performance criteria:

1.1. Knowledge of hazards and causes of potential emergencies is displayed.

1.2. Potential emergencies are identified by stakeholders.

1.3. Potential emergencies and their causes are identified and contributed to a risk register.

Learning outcome 2: Understand how to identify options for initial response

Performance criteria:

2.1. Major types of emergencies are categorised.

2.2. Actions required are identified to contain or limit potential emergencies.

2.3. Actions required are identified to limit impact on personnel, property and the environment.

2.4. Requirements for liaising with emergency agencies are compiled and recorded.

2.5. Actions to be taken during emergencies are prioritised.

Learning outcome 3: Be able to plan initial response procedures

Performance criteria:

3.1. Immediate responses are identified and resources available and required are listed.

3.2. Emergency equipment is checked to ensure serviceability, accessibility, cleanliness and correct location.

3.3. Actions required for a number of major types of emergencies are identified taking into account, current industry practices, specialist advice and input by emergency agencies.

3.4. Training needs and appropriate providers are identified.

Learning outcome 4: Understand how to act in emergency response situations

Performance criteria:

4.1. Actions for initial response are documented and displayed.

4.2. Own role in an emergency response is understood and implemented.

Learning outcome 5: Be able to monitor emergency response and address deficiencies

Performance criteria:

5.1. Emergencies are monitored and responses for efficiency and timeliness are identified with stakeholders.

5.2. Monitoring results are promptly reported to managers and key personnel.

5.3. Organisational and personal improvement recommendations are identified and made for further improvement.

Evidence guideline

· Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.

· Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.

• Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.
• Learners should demonstrate no less than 80% of the requirements for the summative assessment.
• Re submissions are permissible.

Evidence requirements

1. Learners identify potential emergencies and evidence with a report on potential hazards, emergencies and causes.
2. Learners identify options for initial response and evidence with a report on types of emergencies and actions to be taken.
3. Learners plan initial response procedures and evidence with a report on initial responses, equipment, and best practices.
4. Learners act in emergency response situations and evidence with a report on own role in emergency responses.
5. Learners monitor emergency responses and address deficiencies and evidence with a report on current procedures and recommendations.
6. Learners review own work and identify performance improvement strategies.

	Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 1 Unit title: Contribute to the implementation of emergency procedures Unit code: FC000401212 Business Administration						
Mapping of CoreLife Skills								
Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	X	X			X	X	
1	1.2	X	X		X			
1	1.3	X	X			X	X	
2	2.1	X	X				X	
2	2.2	X	X	X		X		
2	2.3	X	X	X		X		
2	2.4	X	X	X	X			
2	2.5	X	X	X			X	
3	3.1	X	X	X	X	X	X	
3	3.2	X	X	X	X	X	X	
3	3.3	X	X	X	X	X	X	X
3	3.4	X	X	X	X	X	X	
4	4.1	X	X				X	
4	4.2	X	X	X			X	
5	5.1	X	X	X	X	X	X	
5	5.2	X	X	X	X	X	X	
5	5.3	X	X	X	X	X	X	

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit: 2
Unit title: Facilitate effective workplace communication
Unit code: FC000401312
Business Administration

Level: 4	Credit value: 3	Notional learning Hours: 45 hours

Unit Information

Unit description of content

This unit deals with the skills and knowledge required to facilitate effective workplace communication, plan and prepare for communication, facilitate team communications and meetings and represent team views.

Information for learning and achievement

This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance. Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met. Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.

Assessment can include role play, scenario setting, use of drama, presentations, written material, notes, checklists, lists, statements, comparative charts, and diagrammes.

Recording and storing of learner achievement

Keep evidence of learner's work in the centre for up to one year.
Encourage learners to maintain learning logs and evidence of professional development.
Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 2 Unit title: Facilitate effective workplace communication Unit code: FC000401312 Business Administration		
Level: 4	Credit value: 3	Notional learning Hours: 45 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Be able to plan and prepare for communication

Performance criteria:

1.1. Organised communication network and benefits are explained in accordance with organisational requirements.

1.2. Monitoring and modification are identified for improving the organised communications network.

1.3. Teams and individual roles and responsibilities within the team are identified and, as required, assist in the provision of the on-the-job training.

Learning outcome 2: Understand how to facilitate team communications

Performance criteria:

2.1. Forums, including briefings, meetings and committees, are scheduled as required in accordance with enterprise/site requirements.

2.2. Communications network information is provided to team members to ensure maximum efficiency in accordance with site requirements.

2.3. Communications skill deficiencies are identified and actions required are informed in accordance with enterprise policy.

2.4. Team members are encouraged to participate in accommodating views of others in the work environment in accordance with enterprise policy.

Learning outcome 3: Be able to facilitate meetings

Performance criteria:

3.1. Meetings are planned and organised including distribution and clarification of agenda, notification of date and venue, required attendees and administration requirements, in accordance with organisation requirements.

3.2. Format and rules of procedure are identified, and proposed to the relevant manager in accordance with site requirements.

3.3. Views of all parties are identified and presented, including agreement and dissent, to obtain a balanced position in accordance with enterprise policy requirements.

3.4. Outcomes and agreed action plans are recorded and details of next meeting confirmed before closing in accordance with site.

Learning outcome 4: Be able to represent team views

Performance criteria:

4.1. Team viewpoints are determined, including possible options and acceptable alternatives or compromises prior to presentation.

4.2. Team viewpoints are presented in clear, concise and logical manner accepting the need for rational and productive debate.

4.3. Decisions and outcomes are conveyed to team members to accurately portray their position.

Evidence guideline

• Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.
• Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.
• Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.
• Learners should demonstrate no less than 80% of the requirements for the summative assessment.
• Re submissions are permissible.

Evidence requirements

1. Learners plan and prepare for communication and evidence with a report on organised communication networks, benefits, and requirements.
2. Learners facilitate team communications and evidence with a report on types of communications and communication deficiencies.
3. Learners facilitate meetings and evidence with a report on planning, preparation and procedures.
4. Learners represent team viewpoints and evidence with a report on views, acceptable alternatives, and ways to convey the views.
5. Learners review own work and identify performance improvement strategies.

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 2 Unit title: Facilitate effective workplace communication Unit code: FC000401312 Business Administration							
Mapping of CoreLife Skills							
Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	X	X					
	1.2	X	X	X	X	X	X	
	1.3	X	X	X	X	X	X	
2	2.1	X	X	X	X	X	X	
	2.2	X	X	X	X		X	
	2.3	X	X	X	X	X	X	
	2.4	X	X	X	X	X	X	
3	3.1	X	X	X	X		X	
	3.2	X	X	X	X		X	
	3.3	X	X	X	X	X	X	
	3.4	X	X	X	X		X	
4	4.1	X	X	X	X	X	X	
	4.2	X	X	X	X	X		
	4.3	X	X	X	X	X		

Abu Dhabi Centre for Technical and Vocational Education and Training		
Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 3 Unit title: Develop community participation through active citizenship Unit code: OF450400712 Citizenship		
Level: 4	Credit value: 4	Notional learning hours: 60 hours

Unit Information

Unit description of content

This unit aims to enable learners to achieve the necessary knowledge and skills in order to drive community participation from an active citizenship perspective by incorporating human rights principles.

Information for learning and achievement

This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance. Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met. Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.

Assessment can include role play, scenario setting, use of drama, presentations, written material, notes, checklists, lists, statements, comparative charts, and diagrammes.

Recording and storing of learner achievement

Keep evidence of learner's work in the centre for up to one year.
Encourage learners to maintain learning logs and evidence of professional development.
Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 3 Unit title: Develop community participation through active citizenship Unit code: OF450400712 Citizenship

Level: 4	Credit value: 4	Notional learning hours: 60 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Understanding of what embodies human rights

Performance criteria:
1.1. The meaning of human rights is defined.
1.2. How human rights are protected is explained.
1.3. The relationship between human rights and community participation is explained.

Learning outcome 2: Understanding of what citizenship within a society means

Performance criteria:
2.1. Rights of citizens and residents are identified in the UAE.
2.2. The responsibilities of citizenship and residency are described.
2.3. Individual rights and responsibilities that may lead to conflict are described.

Learning outcome 3: Understand how citizens can influence decisions

Performance criteria:
3.3 Individuals group and organisational influence decisions affecting communities and the environment are described.
3.4 The role of the media in communities and society is explained.
3.5 How the media shapes opinion is explained.

Learning outcome 4: Understand how to plan and promote own active citizenship and community participation

Performance criteria:
4.1 Ways to encourage active citizenship and community participation are described.
4.2 Plans for own active citizenship are developed.
4.3 Feedback to improve plans is sought and discussed.
4.4 Plans are implemented and activities recorded.

Evidence guideline

· Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.
· Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.
· Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.
· Learners should demonstrate no less than 80% of the requirements for the summative assessment.
· Re submissions are permissible.

Evidence requirements

1. Learners understand about human rights and evidence with a report on the meaning and the relationship with community participation.

2. Learners understand the concept of citizenship within a society and evidence with a report on the meaning and benefits of good citizenship.
3. Learners understand how citizens can influence decisions and evidence with a report on the influence of individuals, groups, organizations and media.
4. Learners plan and promote own active citizenship and community participation and evidence with a report on plans and activities to promote active citizenship and community participation.
5. Learners review own work and identify performance improvement strategies.

Abu Dhabi Centre for Technical and Vocational Education and Training Management								
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit: 3
Unit title: Develop community participation through active citizenship
Unit code: OF450400712
Citizenship

Mapping of CoreLife Skills								
Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	x	x	x				x
	1.2	x	x	x				x
	1.3	x	x	x				x
2	2.1	x	x	x				x
	2.2	x	x	x				x
	2.3	x	x	x				x
3	3.1	x	x	x				x
	3.2	x	x	x				x
	3.3	x	x	x				x
4	4.1	x	x	x	x			x
	4.2	x	x	x	x			x
	4.3	x	x	x	x	x	x	x
	4.4	x	x	x	x	x	x	x

Abu Dhabi Centre for Technical and Vocational Education and Training		
Management		
Qualification title: Certificate 4 in Management		
Qualification code: PQGC00040112		
Unit: 4		
Unit title: Understand principles of management and leadership		
Unit code: OF950400212		
Leadership		
Level: 4	Credit value: 4	Notional learning hours: 60 hours

Unit Information

Unit description of content

This unit describes the performance outcomes, skills and knowledge required to introduce learners to the development of practical leadership skills at a non-strategic level within a changing work environment. The unit focuses on understanding how current theories of management and leadership can be applied to specific workplace situations. Learners will examine the relationship between management and leadership, why these two concepts are often used interchangeably and the different perspectives, particularly in relation to the behaviour of managers/leaders.

Information for learning and achievement

The unit requires learners to demonstrate and achieve the key required skills, knowledge and competence embedded in the unit including applying leadership theories and models to specific situations, enable learners to compare and evaluate the usefulness of these theories and gain insight into specific leadership requirements in an organisation. In addition, learners will demonstrate an ability to develop their own management and leadership skills through assessing requirements within their current or future job roles

This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance.

Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met.

Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.

Assessment can include role play, scenario setting, drama, presentations, written material, notes, checklists, lists, statements, comparative charts, diagrammes.
Recording and storing of learner achievement
Keep evidence of learner's work in the Centre for up to one year. Encourage learners to maintain learning logs and evidence of professional development. Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 4 Unit title: Understand principles of management and leadership Unit code: OF950400212 Leadership		
Level: 4	Credit value: 4	Notional learning hours: 60 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Understand the link between management and leadership

Performance criteria:

1.1. Functions of management are outlined.

1.2. Skills associated with leadership are described.

1.3. Relationship between management and leadership is explained.

Learning outcome 2: Understand the skills and styles of management and leadership

Performance criteria:

2.1. Personal and professional skills required for effective management are explained.

2.2. Skills and styles of successful leaders are compared.

2.3. Expected impact of own leadership style on work groups is assessed.

2.4. How management and leadership styles impact on the achievement of organisational objectives is analysed.

Learning outcome 3: Be able to apply theory in an organisational context

Performance criteria:

3.1. Appropriate theories of management and leadership are selected to identify management and leadership requirements within an organization.

3.2. The usefulness of using theories for gaining insights into leadership requirements is reported.

3.3. Development of management and leadership skills for a given job role is planned.

3.4. Justified evaluations of management and leadership development methods are made and selected.

Evidence guideline

· Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.

· Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.

· Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.

· Learners should demonstrate no less than 80% of the requirements for the summative assessment.

· Re submissions are permissible.

Evidence requirements

1. Learners understand the link between management and leadership and evidence with a report on functions of management, skills in leadership and the relationship between management and leadership.

2. Learners understand the skills and styles of management and leadership and evidence with a report on skills required for effective management, a comparison of skills and styles of successful leaders, the impact of management and leadership styles on organisational

objectives and expected impact of own leadership.
3. Learners apply theory in an organisational context and evidence with a report on leadership and management theories, leadership and management requirements within an organisation, the planning for development of management and leadership skills and an evaluation of management and leadership development methods.
4. Learners review own work and identify performance improvement strategies.

		Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 4 Unit title: Understand principles of management and leadership Unit code: OF950400212 Leadership						
		Mapping of CoreLife Skills						
Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	X	X	X				
	1.2	X	X	X				
	1.3	X	X	X				
2	2.1	X	X	X				
	2.2	X	X	X				
	2.3	X	X	X				
	2.4	X	X	X				
3	3.1	X	X	X		X	X	
	3.2	X	X	X	X			
	3.3	X	X	X				
	3.4	X	X	X		X	X	

Abu Dhabi Centre for Technical and Vocational Education and Training		
Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 5 Unit title: Develop and lead teams and individuals Unit code: OF950400412 Leadership		
Level: 4	Credit value: 3	Notional learning hours: 45 hours

Unit Information

Unit description of content

This unit describes the performance outcomes, skills and knowledge required to promote leadership within the workplace. It involves leading teams, developing team plans to meet expected outcomes and proactively working with the management of the organisation. Frontline managers have an important leadership role in the development of efficient and effective work teams. They play a prominent part in team planning, supervising the performance of the team and developing team cohesion. They provide leadership for the team and bridge the gap between the management of the organisation and the team members. As such they must 'manage up' as well as manage their team/s.

Information for learning and achievement

The unit requires learners to demonstrate and achieve the key required skills, knowledge and competencies embedded in the unit including to develop understanding and ability in developing and leading teams, as required by a practising or potential middle manager.

This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance.

Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met.

Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.

Assessment can include role play, scenario setting, drama, presentations, written material, notes, checklists, lists, statements, comparative charts, or diagrammes.

Recording and storing of learner achievement
Keep evidence of learner's work in the Centre for up to one year.
Encourage learners to maintain learning logs and evidence of professional development.
Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit: 5
Unit title: Develop and lead teams and individuals
Unit code: OF950400412
Leadership

Level: 4	Credit value: 3	Notional learning hours: 45 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Be able to develop individual and team development needs

Performance criteria:
1.1. Workplace learning opportunities, coaching and mentoring assistance are provided to facilitate individual and team achievement of competencies.
1.2. Development opportunities which incorporate a range of activities and support materials appropriate to the achievement of identified competencies are created.

Learning outcome 2: Be able to develop team cohesion

Performance criteria:
2.1. Opportunities are provided for input of team members into planning, decision making and operational aspects of work.
2.2. Feedback is provided to team members to encourage, value and reward individual and team efforts and contributions.
2.3. Individuals are encouraged to self-evaluate performance and identify areas of improvement.
2.4. Issues, concerns and problems are recognised, addressed and identified by team members or referred to relevant persons as required.

Learning outcome 3: Be able to participate in and facilitate work teams

Performance criteria:
3.1. Team members are actively encouraged to participate in and take responsibility for team activities and communication processes.
3.2. Support for the team is identified and given to resolve problems which impede performance.
3.3. Contribution to own work is presented as a role model to work teams and for others to enhance the organisation's image within the work team and with clients/customers.

Learning outcome 4: Be able to liaise with management

Performance criteria:
4.1. Open communication is maintained with line manager/management at all times.
4.2. Information is communicated from line manager/management to the team.
4.3. Unresolved issues, concerns and problems raised by the team/team members are communicated to line manager/management to ensure follow-up action is taken.

Evidence guideline

· Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.
· Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.
· Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.
· Learners should demonstrate no less than 80% of the requirements for the summative assessment.

· Re submissions are permissible.

Evidence requirements

1. Learners develop individual and team development needs and evidence with a report on workplace learning opportunities, development opportunities and support activities to achieve identified competencies.
2. Learners develop team cohesion and evidence with a report on input of and feedback to team members regarding planning, decision making and operational aspects of work.
3. Learners participate in and facilitate work teams and evidence with a report on encouragement team members, support to team members and presentation of contribution to own work.
4. Learners liaise with management and evidence with a report on communication and information to and from the line manager/management regarding work, concerns and problems.
5. Learners review own work and identify performance improvement strategies.

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112

Unit: 5
Unit title: Develop and lead teams and individuals
Unit code: OF950400412
Leadership

Mapping of CoreLife Skills

Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1		X	X	X			
	1.2		X	X	X			
2	2.1	X	X	X	X		X	
	2.2		X	X	X			
	2.3		X	X	X			
	2.4		X	X	X	X		
3	3.1		X	X	X			
	3.2		X	X	X	X		
	3.3		X	X	X	X		
4	4.1		X	X	X			
	4.2		X	X	X			
	4.3		X	X	X	X		

Abu Dhabi Centre for Technical and Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 6 Unit title: Lead and manage people Unit code: GC000400112 Leadership		
Level: 4	Credit value: 3	Notional learning hours: 45 hours

Unit Information

Unit description of content

This unit describes the performance outcomes, skills and knowledge required to lead and manage teams. This unit involves developing and communicating team objectives, developing and improving teams, delegating responsibility, consultation and actively supporting team members to achieve goals and store plans and targets.

Information for learning and achievement

The unit requires learners to demonstrate and achieve the key required skills and knowledge embedded in the unit including meeting personal presentation standards, establishing rapport with customers, determining and addressing customer needs and expectations, dealing with complaints, working in teams and using appropriate communication techniques and mediums.
This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.
This qualification is examined in two ways: assessment of underpinning knowledge and performance.
Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met.
Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.
This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.
Assessment of this unit is to be conducted in a classroom, simulated workplace environment and workplace environment. Assessment can include role play, scenario setting, drama performance, presentations, written material, reports, checklists, lists, statements, comparative charts, posters, portfolios and diagrams.

Recording and storing of learner achievement
Keep evidence of learner's work in the Centre for up to one year.
Encourage learners to maintain learning logs and evidence of professional development.
Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training		
Management		
Qualification title: Certificate 4 in Management		
Qualification code: PQGC00040112		
Unit: 6		
Unit title: Lead and manage people		
Unit code: GC000400112		
Leadership		
Level: 4	Credit value: 3	Notional learning hours: 45 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Be able to lead the team

Performance criteria:

1.1. The organisational culture is reflected through the leadership style.

1.2. Environment is created in which team members are motivated to achieve high standards of performance.

1.3. Personal leadership style is analysed and evaluated in terms of effects on motivation and performance of team members.

Learning outcome 2: Be able to develop and communicate team objectives.

Performance criteria:

2.1. Team objectives are developed and are clear, accurate, relevant and include expected performance standards.

2.2. Objectives are achievable within designated time limits and according to resources available.

2.3. Objectives are clearly explained at a level and pace appropriate to team member comprehension.

2.4. Objectives are regularly reviewed according to team or organisational policy changes.

2.5. Team members are encouraged to provide feedback on objectives and to clarify areas of uncertainty.

Learning outcome 3: Be able to develop team commitment and cooperation

Performance criteria:

3.1. Plans are communicated clearly and objectives set in consultation with the team.

3.2. Plans and objectives are consistent with organisation goals.

3.3. Expected roles and responsibilities of team members and leaders are communicated in a way that encourages individual and team responsibility at work.

3.4. Individual and team effort and contribution are identified, encouraged, valued and rewarded.

3.5. Communication styles are modelled, encouraged, open and supportive within the team.

Learning outcome 4: Be able to manage team performance

Performance criteria:

4.1. Skills of team members are assessed to provide opportunity for individual development.

4.2. Team performance is monitored to ensure progress towards achievement of goals.

4.3. Tasks and responsibilities are delegated and processes are implemented to overcome barriers.

4.4. Mentoring, coaching and support are provided to team members.

Evidence guideline

· Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.

· Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.

- Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.
- Learners should demonstrate no less than 80% of the requirements for the summative assessment.
- Re submissions are permissible.

Evidence requirements

1. Learners lead a team and evidence with a report on personal leadership style , the reflection of organizational culture and the effect of leadership on motivation and performance of team members.
2. Learners develop and communicate team objectives and evidence with a report on the consideration of expected performance standards, assigned time and resources, and comprehension and feedback of team members in the development of team objectives.
3. Learners develop team commitment and cooperation and evidence with a report on the method and style of communication of plans, objectives, and roles and responsibilities to team members.
4. Learners manage team performance and evidence with a report on tasks and responsibilities of team members, barriers, skills assessment, opportunities for individual development, and mentoring and coaching.
5. Learners review own work and identify performance improvement strategies.

		Abu Dhabi Centre for Technical Vocational Education and Training Management Qualification title: Certificate 4 in Management Qualification code: PQGC00040112 Unit: 6 Unit title: Lead and manage people Unit code: GC000400112 Leadership						
Mapping of CoreLife Skills								
Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	X	X	X			X	
	1.2	X	X	X	X	X		
	1.3	X	X	X	X	X		
2	2.1	X	X	X	X	X		
	2.2	X	X	X	X	X	X	
	2.3	X	X	X	X		X	
	2.4	X	X	X	X	X	X	
	2.5	X	X	X	X	X	X	
3	3.1	X	X	X	X			
	3.2	X	X	X	X	X		
	3.3	X	X	X	X	X		
	3.4	X	X	X	X	X	X	
	3.5	X	X	X	X			
4	4.1	X	X	X	X	X		
	4.2	X	X	X	X	X		
	4.3	X	X	X	X			
	4.4	X	X	X	X	X		

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit:7
Unit title: Manage people performance
Unit code: GC000400212
Management

Level: 4	Credit value: 4	Notional learning hours: 60 hours

Unit Information

Unit description of content

This unit describes the performance outcomes, skills and knowledge required to manage the performance of staff who report to them directly. Development of key result areas and key performance indicators and standards, coupled with regular and timely coaching and feedback, provide the basis for performance management.

Information for learning and achievement

The unit requires learners to demonstrate and achieve the key required skills and knowledge embedded in the unit. This unit is a knowledge, skill and application unit (KSA). Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance.

Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met.

Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier. Assessment can include role play, scenario setting, use of drama, presentations, written material, notes, checklists, lists, statements, comparative charts, and diagrammes.

Recording and storing of learner achievement

Keep evidence of learner's work in the Centre for up to one year.
Encourage learners to maintain learning logs and evidence of professional development.
Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit: 7
Unit title: Manage people performance
Unit code: GC000400212
Management

Level: 4	Credit value: 4	Notional learning hours: 60 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Be able to lead by example

Performance criteria:

1.1. High standards of personal performance are demonstrated.

1.2. Willingness to confront difficult situations and problems is demonstrated.

1.3. Communication to facilitate open honest, consultation with team members is used.

1.4. Difficult situations are dealt with fairly, openly and promptly according to organisational policy and procedures.

Learning outcome 2: Be able to establish, develop and improve teams.

Performance criteria:

2.1. Plans are developed and accessed based on relevant information, accurate assessment of current competencies and career aspirations according to current and future requirements.

2.2. Team building and development plans are designed to contain clear and realistic objectives.

2.3. Constructive relationships are established by taking a collaborative approach with team members, colleagues and management.

2.4. Team members' suggestions are recognised and explanation is provided if proposals are rejected.

2.5. Outstanding achievement is recognized.

2.6. Support for team members is given in areas that may affect work performance and morale.

Learning outcome 3: Be able to assess performance

Performance criteria:

3.1. Performance management and review processes are designed to ensure consistency within organisational objectives and policies.

3.2. Participants are trained in the performance management and review process.

3.3. Performance management is conducted in accordance with organisational protocols and time lines.

3.4. Performance is monitored and evaluated on a continuous basis.

Learning outcome 4:   Be able to provide feedback

Performance criteria:

4.1. Informal feedback is provided to staff on a regular basis.

4.2. People with poor performance are given relevant advice and necessary actions taken.

4.3. On-the-job coaching is provided to improve performance and confirm excellence in performance.

4.4. Feedback sessions are structured and formally conducted as necessary in accordance with organisational policy.

4.5. Performance is documented in accordance with the organisational performance management system.

Evidence guideline
- Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.   - Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.   - Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.   - Learners should demonstrate no less than 80% of the requirements for the summative assessment.   - Re submissions are permissible.

Evidence requirements
1. Learners lead by example and evidence with a report on standards of own performance and communication with team members.
2. Learners establish, develop and improve teams and evidence with a report on team building and team development plans, the collaborative approach taken, and responses to team members' performance and suggestions.
3. Learners assess performance and evidence with a report on the design and implementation of performance management and review processes within the organisation.
4. Learners provide feedback and evidence with a report on formal and informal feedback provided to staff, follow up and support actions, and documentation of performance in the performance management system.
5. Learners review own work and identify performance improvement strategies.

	Abu Dhabi Centre for Technical and Vocational Education and Training

Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112

Unit: 7
Unit title: Manage people performance
Unit code: GC000400212
Management

Mapping of CoreLife Skills

Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	x	x	x	x			
	1.2	x	x	x	x	x		
	1.3	x	x	x	x			
	1.4	x	x	x	x			x
2	2.1	x	x	x	x			
	2.2	x	x	x	x			
	2.3	x	x	x	x			
	2.4	x	x	x	x			
	2.5	x	x	x	x			
	2.6	x	x	x	x			
3	3.1	x	x	x	x			
	3.2	x	x	x	x			
	3.3	x	x	x	x			
	3.4	x	x	x	x			
4	4.1	x	x	x	x			
	4.2	x	x	x	x			
	4.3	x	x	x	x	x		
	4.4	x	x	x	x	x		
	4.5	x	x	x	x	x		

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit: 8
Unit title: Demonstrate management capabilities
Unit code: GC000400312
Management

Level: 4	Credit value: 5	Notional learning hours: 75 hours

Unit Information

Unit description of content

This unit describes management capabilities including, standards of management performance and behaviour, consulting with a team, making informed decisions, and delegating responsibility and authority.

Information for learning and achievement

The unit requires learners to demonstrate and achieve the key required skills and knowledge embedded in the unit. This unit is a knowledge, skill and application unit. Learners must attempt all aspects of the unit requirements and demonstrate achievement in all aspects of evidence requirements. It is strongly advised that learning and development of knowledge and associated skills be referenced to real vocational situations in the workplace. Evidence must be at the level required by the unit standard and all related criteria. Candidates must contribute to group work by playing a role of both individuals as well as team members in varied roles and parts in group activities. Groups must perform as a group but individuals within the group must perform different tasks to demonstrate achievement of evidence requirements.

Assessment strategy

Assessment of the evidence requirements, to confirm that learning outcomes have been met, is considered holistically where evidence in one unit or learning outcome may provide the evidence for other units and learning outcome.

This qualification is examined in two ways: assessment of underpinning knowledge and performance.

Underpinning knowledge is examined so that more than 80% of the predetermined marking criteria must be met.

Performance is assessed by an assessor in the workplace against the performance criteria and recorded in the Cumulative Assessment Record. 'Competent' recognises all unit criteria have been achieved. 'Not yet competent' means all criteria have been attempted but yet to be achieved, 'insufficient evidence' means not all criteria have been attempted.

This qualification is internally assessed by qualified Assessors and verified by Qualified Internal and External Verifiers of Approved Provider status institutions. Simulations in assessment are not recommended and will require prior approval from the External Verifier.

Assessment of this unit is to be conducted in a classroom and workplace environment.

Assessment can include: reports, reflective reports, checklists, lists, statements, comparative charts, role play, written material, posters, scenario setting, tabular presentations, drama performance, presentations, portfolios and diagrammes.

Recording and storing of learner achievement

Keep evidence of learner's work in the Centre for up to one year.

Encourage learners to maintain learning logs and evidence of professional development.

Ensure learners maintain portfolios of work as evidence of achieving learning outcomes.

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112
Unit: 8
Unit title: Demonstrate management capabilities
Unit code: GC000400312
Management

Level: 4	Credit value: 5	Notional learning hours: 75 hours

Assessment criteria: Knowledge, skills and application (KSA)

Learning outcomes

Learning outcome 1: Be able to model high standards of management performance and behaviour

Performance criteria:

1.1. Management performance and behaviour are planned to meet the organisation's requirements.

1.2. Management performance and behaviour serves as a positive role model for others.

1.3. Performance plans are developed and implemented in accordance with organisation's goals and objectives.

1.4. Key performance indicators are established and used to meet organisation's goals and objectives.

Learning outcome 2: Be able to consult with team

Performance criteria:

2.1. Policy plans are communicated clearly and concisely, with problems and solutions to team issues solved according to policy.

2.2. Active and clear communication is demonstrated to team on organisational policy and operational issues.

2.3. Positive contributions are encouraged from all members of group.

2.4. Leadership style is appropriate for purpose and membership of group.

2.5. Decisions are recorded accurately and are acted upon.

Learning outcome 3: Be able to make informed decisions

Performance criteria:

3.1. Information relevant to the issue/s under consideration is gathered and organized.

3.2. Individuals and teams active participation in decision making processes is facilitated.

3.3. Options are examined and assessed to determine associated risks to preferred courses of action.

3.4. Decisions are made timely and communicated clearly to individuals and teams.

3.5. Plans are prepared to implement decisions and ensure they are agreed by relevant individuals and teams.

3.6. Feedback processes are used effectively to monitor the implementation and impact of decisions.

Learning outcome 4: Be able to delegate responsibility and authority

Performance criteria:

4.1. Team and individual limits of responsibilities are clearly defined according to organisational policy.

4.2. Delegation is unambiguous, explicit and is carried out within a designated timeframe.

4.3. Resources and support available are accessible and sufficient for the needs of the operation

4.4. Delegation is reviewed regularly and revised as required.

Evidence guideline
· Formative evidence for this unit can be written, oral or diagrammatic, as directed for given situations.
· Formative evidence ought to assist learners to learn and increase performance to reach summative assessment requirements.
· Summative assessment is project based from real live work situations. Simulation is only permissible with the written approval of the Internal Verifier.
· Learners should demonstrate no less than 80% of the requirements for the summative assessment.
· Re submissions are permissible.

Evidence requirements
1. Learners model high standards of management performance and behaviour and evidence with a report on the planning and presentation of management performance and the development and implementation of performance plans and key performance indicators.
2. Learners consult with team and evidence with a report on leadership style, communication with team members on policies, operations and issues, and recording of and follow up on decision.
3. Learners make informed decision and evidence with a report on information gathered, participation facilitated, options examined, decisions made, action taken, and impact made.
4. Learners delegate responsibility and authority and evidence with a report on responsibilities of team and individuals, limits to responsibilities, and delegation carried out.
5. Learners review own work and identify performance improvement strategies.

		Abu Dhabi Centre for Technical and Vocational Education and Training

Abu Dhabi Centre for Technical and Vocational Education and Training
Management
Qualification title: Certificate 4 in Management
Qualification code: PQGC00040112

Unit: 8
Unit title: Demonstrate management capabilities
Unit code: GC000400312
Management

Mapping of CoreLife Skills

Learning outcomes	Performance Criteria	Collecting, analysing, organising and applying information in a given context	Communicating information, concepts and ideas	Initiating and organising self and activities, including motivation, exploration and creativity	Working with others in teams including leadership	Solving problems including using mathematical ideas and techniques	Applying information and communication technology	Participating in social and civic life including ethical practice
1	1.1	x	x	x				
	1.2	x	x	x				
	1.3	x	x	x				
	1.4	x	x	x	x			
2	2.1	x	x	x	x			
	2.2	x	x	x	x			
	2.3	x	x	x	x			
	2.4	x	x	x	x			
	2.5	x	x	x		x		
3	3.1	x	x	x				
	3.2	x	x	x	x			
	3.3	x	x	x				
	3.4	x	x	x				
	3.5	x	x	x	x			
	3.6	x	x	x	x	x		
4	4.1	x	x	x	x			
	4.2	x	x	x				
	4.3	x	x	x				
	4.4	x	x	x				