



Defence Awarding
Organisation

Qualification Handbook

Level 5 Award
in
Leadership and Management
through
Effective Relationships

QN: 603/3037/5

The Qualification

Overall Objective for the Qualifications

This handbook relates to the following qualification:

Level 5 Award in Leadership and Management through Effective Relationships

The purpose of this qualification is to introduce to learners some of the concepts and principles of achieving effective leadership and management through the relationships with individuals and teams within the context of the RAF.

Learners will explore broad subject areas such as emotional intelligence and supporting others with a link to the strategic context of an organisation.

Pre-entry Requirements

Learners will require the Level 4 Award in Leadership and Management for Effective Performance or equivalent to enrol for this qualification. Equivalent experiential learning will also be considered if fully supported.

Unit Content and Rules of Combination

This qualification is made up of a total of four mandatory units.

To be awarded this qualification the candidate must achieve a total of six credits as shown in the table below.

Mandatory Units					
Unit Reference Number	Unit Title	GLH	TQT	RQF Level	Credit Value
R/616/9209	Leadership and Emotional Intelligence	8	10	5	1
J/616/9210	Leadership Through Others	15	20	5	2
L/616/9211	Supporting Individuals and Teams through Effective Management	8	10	5	1
R/616/9212	Organisational Context and Strategy	17	20	5	2

Age Restriction

This qualification is available to learners aged 18 years and over.

Opportunities for Progression

This qualification creates a number of opportunities for progression onto other qualifications in the same field such as the DAO Level 6 Award in Leadership for Strategic Delivery.

Exemption

No exemptions have been identified for this qualification.

Credit Transfer

Credits from similar regulated units which have already been achieved by the learner may be transferred.

Qualification Units

Unit Number	R/616/9209
Title	Leadership and Emotional Intelligence
Level	5
Credit Value	1
Guided Learning Hours	8
Total Qualification Time	10
Learning Outcomes The learner will:	Assessment Criteria The learner can:
1. Understand the concept of emotional intelligence	1.1 compare the components of emotional intelligence 1.2 illustrate the relationship between emotional intelligence and motivation 1.3 suggest why effective emotional intelligence is importance to a leader
2. Understand how emotional intelligence supports effective leadership	2.1 suggest how effective emotional intelligence can influence human relations in the workplace 2.2 illustrate how effective emotional intelligence can help to resolve conflict in the workplace
3. Be able to employ emotional intelligence in stable and challenging environments	3.1 apply techniques to establish and develop own levels of emotional intelligence 3.2 demonstrate the use of emotional intelligence when leading a team in different contexts 3.3 demonstrate the use of emotional intelligence when part of a team in different contexts
Additional information about this unit	
<i>Unit aim (s)</i>	Effective emotional intelligence (EI) will enable a leader to engage more positively with individuals and teams through a better understanding of the underlying factors which influence behaviour. This is a fundamental concept which learners must understand so they can employ effective motivation in different contexts. The aim of this unit is to locate in the minds of learners their

	own level of EI and how this can be developed, and how to use EI in the workplace to be a more effective leader.
<i>Assessment requirements specified by a sector or regulatory body (if appropriate)</i>	This unit requires the workplace assessment of occupational competence wherever practicable. For the knowledge and understanding component of the unit, assessment from a learning and development environment is allowed.
<i>Details of the relationship of the unit and relevant National Occupational Standards</i>	This unit relates to the following from the NOS for Management and Leadership; <ul style="list-style-type: none"> • Relationship Management • Self-management
<i>Name of the organisation submitting the unit</i>	Defence Awarding Organisation

Unit Number	J/616/9210
Title	Leadership Through Others
Level	5
Credit Value	2
Guided Learning Hours	15
Total Qualification Time	20
Learning Outcomes The learner will:	Assessment Criteria The learner can:
1. Understand key leadership attributes in context	1.1 compare leadership styles 1.2 compare models of leadership 1.3 suggest why leadership attributes are important to a leader in the context of own organisation
2. Understand the concept of followership	2.1 explain what is meant by the term 'followership' 2.2 demonstrate followership in stable and challenging contexts 2.3 suggest why leaders are also followers in the context of own organisation
3. Know how to develop an effective team	3.1 illustrate effective communication within and when leading a team 3.2 suggest ways in which others could use leadership to support individuals and teams in context 3.3 discuss techniques to resolve conflict within a team 3.4 suggest why an effective team is important to a leader in the context of own organisation
Additional information about this unit	
<i>Unit aim (s)</i>	<p>The saying 'a leader is only as good as the team' is as true today as it always has been. Through this unit learners will develop their understanding of how an effective leader can achieve goals and objectives through others. The unit explores contemporary concepts such as followership whilst considering a leader's role within a team.</p> <p>The aim of this unit is, therefore, to explore key leadership concepts and principles which will enable a learner to engage more effectively with a team.</p>
<i>Assessment requirements specified by a sector or</i>	This unit requires the workplace assessment of occupational competence wherever practicable. For the knowledge and

<i>regulatory body (if appropriate)</i>	understanding component of the unit, assessment from a learning and development environment is allowed.
<i>Details of the relationship of the unit and relevant National Occupational Standards</i>	<p>This unit relates to the following from the NOS for Management and Leadership;</p> <ul style="list-style-type: none"> • Communication • Focus on Results • Relationship Management
<i>Name of the organisation submitting the unit</i>	Defence Awarding Organisation

Unit Number	L/616/9211
Title	Supporting Individuals and Teams through Effective Management
Level	5
Credit Value	1
Guided Learning Hours	8
Total Qualification Time	10
Learning Outcomes The learner will:	Assessment Criteria The learner can:
1. Know how to act ethically as a manager when supporting the welfare of individuals	1.1 compare ways in which a manager can support the welfare of individuals and teams 1.2 suggest why welfare support is important to individuals and teams 1.3 suggest why ethical management is important to individuals and teams
2. Know how to support career development for others	2.1 compare career pathways within an organisation 2.2 discuss ways in which to select individuals for advancement 2.3 assess the appraisal management process of an organisation
3. Understand how to support individuals to develop skills and competences	3.1 assess opportunities for training and development within an organisation 3.2 assess an organisation's use of coaching and mentoring as development techniques
Additional information about this unit	
<i>Unit aim (s)</i>	A key management function is to support others to perform as effectively and efficiently as possible. Mangers have a number of responsibilities to their colleagues such as behaving ethically and having concern for their welfare. Additionally, managers can support the achievement of goals and objectives by helping to ensure individuals are suitably trained for the role/tasks which they perform. The aim of this unit is to encourage learners to explore these three key functions and responsibilities to improve existing management competences.
<i>Assessment requirements specified by a sector or</i>	This unit requires the workplace assessment of occupational competence wherever practicable. For the knowledge and

<i>regulatory body (if appropriate)</i>	understanding component of the unit, assessment from a learning and development environment is allowed.
<i>Details of the relationship of the unit and relevant National Occupational Standards</i>	<p>This unit relates to the following from the NOS for Management and Leadership;</p> <ul style="list-style-type: none"> • Communication • Focus on Results • Relationship Management
<i>Name of the organisation submitting the unit</i>	Defence Awarding Organisation

Unit Number	R/616/9212
Title	Organisational Context and Strategy
Level	5
Credit Value	2
Guided Learning Hours	17
Total Qualification Time	20
Learning Outcomes The learner will:	Assessment Criteria The learner can:
1. Understand the context in which an organisation operates	1.1 determine the strengths and weaknesses of an organisation in context 1.2 illustrate how an organisation's operations impacts global issues 1.3 illustrate how other stakeholders influence an organisation's operations
2. Understand an organisation's strategic direction	2.1 compare organisational strategies and plans 2.2 determine an organisation's role in a wider context 2.3 discuss the concept of 'Whole Force' in context
3. Know how authority is used to empower agile leaders	3.1 explain what is meant by the term 'authority' in context 3.2 compare ways in which authority can support decision making 3.3 suggest why an empowered leader can operate with more agility
Additional information about this unit	
<i>Unit aim (s)</i>	Understanding the context in which an organisation operates is fundamental to a leader who is charged with supporting an organisation's strategic direction. Through this unit learners will explore the relationship between an organisation and its wider environment with a particular focus on how the concept of authority empowers leaders to take empowered decisions. The aim of this unit is to prepare leaders to become more agile with their thinking and decision making through an empowered approach to supporting strategic decisions and plans.
<i>Assessment requirements specified by a sector or</i>	This unit requires the workplace assessment of occupational

<i>regulatory body (if appropriate)</i>	competence wherever practicable. For the knowledge and understanding component of the unit, assessment from a learning and development environment is allowed.
<i>Details of the relationship of the unit and relevant National Occupational Standards</i>	This unit relates to the following from the NOS for Management and Leadership; <ul style="list-style-type: none"> • Focus on Results • Information and Knowledge Management • Strategic Awareness
<i>Name of the organisation submitting the unit</i>	Defence Awarding Organisation