

Appendix 2. ASSIGNMENT TASKS i. Managing for efficiency and effectiveness (Notes written by Paul Dixon)

Centre Number		Centre Name
Learner Registration No		Learner Name
<p>TASK The purpose of this unit is to develop understanding and ability to manage efficiently and effectively as required by a practising or potential middle manager.</p> <p>Note An ILM Assessment Task provides an opportunity to relate your learning directly to your current organisation. It is recommended that you discuss the assignment with your line manager to explore and agree how the task could be used to support the needs of your employer (as well as evidencing your learning as part of completing your ILM qualification).</p> <p>If you are not currently working within an organisation, then you may complete this task in relation to an organisation with which you are familiar. This could include experience working in a voluntary capacity</p> <p>The nominal word count for this assignment is 2500 words: The suggested range is between 2000 and 3000 words, however individuals have different writing styles, and there is no penalty if the word-count range is exceeded.</p>		
Please use the headings shown below when writing up your assignment	Assessment Criteria	Additional Guidance/Considerations for Those Not Currently in a Management Position
<p>Be able to assess the organisation’s ability to manage efficiently and effectively to achieve targets and objectives</p> <p>Assess, using appropriate criteria to make a judgement, how own organisation translates vision, mission and strategic goals into operational objectives, and then go on to assess how the organisation delegates responsibilities for the achievement of targets and objectives.</p>	<p>Assess own organisation’s ability to translate vision, mission and strategic goals into operational objectives with realistic and measurable targets (20 marks)</p> <p>Assess own organisation’s ability to efficiently and effectively delegate responsibilities for the</p>	<p>This question is asking about the extent to which higher level strategic direction and aspirations in the organisation are cascaded and operationalised through the setting of local objectives, performance indicators and targets. So key issues are does a cascade exist through the various levels, University to Faculty, to School to Research Group. Are clear objectives set locally arising from these, does a local operational plan exist, to what extent are local operational objectives SMART and what kinds of local performance indicators or KPIS are in place in support of this. Overall how would you rate the success of this approach in your local area? In making your assessment please make explicit the criteria you are using to make a judgement e.g. clarity – is it clear that this is done, consistency is it done for every aspect of the work and across all departments, regularity – is the process well established and reviewed and updated</p> <p>This is about the extent to which responsibility for attaining local targets in support of the bigger institutional goals has been made explicit to individuals and managers. How clear is it within your area who is responsible for ensuring that local targets and goals are achieved. How is that</p>

<p>You are then required to assess the efficiency and effectiveness of the control methods used to monitor the achievement of targets and objectives in own area of responsibility, and then implement improvements to organisational efficiency and effectiveness in own area of responsibility.</p>	<p>achievement of targets and objectives (20 marks)</p> <p>Assess the efficiency and effectiveness of control methods used to monitor the achievement of targets and objectives in own area of responsibility (20 marks)</p> <p>Implement improvements to organisational efficiency and effectiveness in own area of responsibility (12 marks)</p>	<p>responsibility reinforced and reviewed. Here again please make explicit the criteria you are using in making your assessment of the current situation, clarity, consistency, regularity and so on.</p> <p>This relates to the methods used to assess progress with local targets and objectives. How for example is this integrated with individual review, objectives and job and role descriptions? Is the local operational or project plan regularly reviewed and updated. If the management controls reveal shortfalls in performance how are things put back on track? Here again please make explicit the criteria you are using in making your assessment of the current situation, clarity, consistency, regularity and so on.</p> <p>Remember – efficiency is how well resources are used to produce results or outputs, effectiveness is the quality of outcomes, results or outputs according to the plan. If you are not in a management position identify ways in which improvements in organisational efficiency and effectiveness could be made in your area, by whom and by when – additionally what evidence would you be looking for to identify that these changes would be working. If you are in a management position identify improvements you have made to organisational efficiency and effectiveness and give some evidence of how you know they are working.</p>
<p>Be able to evaluate own ability to manage efficiently and effectively</p> <p>The final part of the task requires you to evaluate your ability to manage effectively and efficiently and make recommendations for improvement, and then to provide evidence that changes to your management style based on the evaluation are, or are being, implemented.</p>	<p>Evaluate own ability to manage effectively and efficiently (16 marks)</p> <p>Implement changes in own management style in order to manage more efficiently and effectively (12 marks)</p>	<p>If you are in a management position elicit feedback from others to help you reflect on your existing abilities to manage efficiently and effectively – be specific about the different aspects that this involves. If you are not currently in a management position use a combination of personal critical reflection based on what you have learnt on the course, and more general feedback from others on your potential to manage efficiently and effectively. Be clear about potential areas for development and identify what you need to do differently to develop your ability to manage effectively and efficiently. You must demonstrate here that you have obtained feedback from others – be clear about what feedback and from whom</p> <p>If you are not currently in a management position set out how you will make changes to develop your ability to manage efficiently and effectively – the steps you will take etc and what evidence you would be looking for to say that the changes would be successful. If you are in a management position – identify changes you have made and evidence that these have been successful</p>