

Technical specifications for

## **ILM Level 4**

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# Award, Certificate and Diploma in Leadership and Management (8605)

Version: 191214

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**Note:** This a qualification specific document and should always be read in conjunction with the Supporting Notes for ILM VRQs document available at [www.i-l-m.com](http://www.i-l-m.com) or from ILM Customer Services ([customer@i-l-m.com](mailto:customer@i-l-m.com)) and the ILM Customer Handbook

# Qualification Purpose and Aim

## Who are these qualifications for?

The Level 4 Award, Certificate or Diploma in Leadership and Management are designed for new and aspiring middle managers. These qualifications help learners to really get to grips with their role, gain comprehensive business knowledge, and develop the technical skills they need to lead effectively at this level.

## Benefits for individuals

- Consolidate your management skills and experience
- Build knowledge of specialist business areas such as finance and marketing
- Develop the capabilities and personal awareness you need be a leader
- Accredite your experience with a nationally recognised qualification.

## Benefits for employers

- Middle managers with an advanced understanding of their role and function in your organisation
- Managers who can assess and improve their own leadership styles and behaviours
- Flexible choice of units – customise this qualification to close skills gaps in your organisation.

Each unit in this qualification focuses on a specific set of skills and knowledge in six broad areas – working with people, managing yourself and personal skills, providing direction, facilitating innovation and change, achieving results, and using resources. Employers can work with learners to find the units that best fit individual and organisational requirements.

## Progression Routes

These qualifications will provide progression opportunities to a range of qualifications such as:

| <b>Level 4 Award in Leadership and Management</b>  | <b>Level 4 Certificate in Leadership and Management</b>  | <b>Level 4 Diploma in Leadership and Management</b>  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• ILM Level 4 Certificate in Leadership and Management</li> <li>• ILM Level 4 Diploma in Leadership and Management</li> <li>• ILM Level 4Extended Diploma in Leadership and Management</li> </ul> | <ul style="list-style-type: none"> <li>• ILM Level 4 Diploma in Leadership and Management</li> <li>• ILM Level 4Extended Diploma in Leadership and Management</li> <li>• ILM Level 5 Award in Leadership and Management</li> <li>• ILM Level 5 Certificate in Leadership and Management</li> </ul> | <ul style="list-style-type: none"> <li>• ILM Level 4Extended Diploma in Leadership and Management</li> <li>• ILM Level 5 Award in Leadership and Management</li> <li>• ILM Level 5 Certificate in Leadership and Management</li> </ul> |

# Qualification Specific Occupational Competency Requirements

Centres must ensure they have competent and suitably qualified staff involved in teaching, learning and assessment of ILM qualifications.

Generic occupational competency requirements are listed in the *Supporting Notes for ILM VRQs* document which is downloadable from the ILM website [www.i-l-m.com/centres](http://www.i-l-m.com/centres)

## Qualification Structures and Details

### ILM Level 4 Award in Leadership and Management

|                                 |  |
|---------------------------------|--|
| Qualification Accreditation No: | 600/5851/1   |
| Planned Operational Start Date: | 01/09/2012   |
| Credit Value:                   | Minimum 5 and maximum 12 credits   |
| Induction:                      | At least 2 hours   |
| Tutorial Support:               | Minimum 2 hours  |
| Guided Learning Hours (GLH):    | The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above.   |
| Duration:                       | To be completed in 3 years   |
| Rules of Combination:           | Learners are required to attain a minimum of 5 credits from units 400-408 and 410-427 in group 1 in order to achieve this qualification.<br><br><b>Refer to the overview of units table.</b>                     |
| Assessments:                    | Criterion assessment applies to all units within this qualification (i.e. the learner must adequately evidence each assessment criterion). For further details see the ILM recommended Mark-Sheet for each unit. |

**ILM Level 4 Certificate in Leadership and Management**

|                                 |   |
|---------------------------------|---|
| Qualification Accreditation No: | 600/5932/1  |
| Planned Operational Start Date: | 01/09/2012  |
| Registration End Date:          | 31/08/2015  |
| Certification End Date:         | 31/08/2018  |
| Credit Value:                   | Minimum 13 and maximum 36 credits   |
| Induction:                      | At least 2 hours  |
| Tutorial Support:               | Minimum 2 hours   |
| Guided Learning Hours (GLH):    | The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above.  |
| Duration:                       | To be completed in 3 years  |
| Rules of Combination:           | Learners must gain a minimum of 13 credits from a choice of optional units (400-408, 410, 411-427) within groups 1 and 2, of that no more than 6 credits can be taken from group 2 units (300-341, 501-520, 522, 525-530, 533).<br><br><b>Refer to the overview of units table.</b> |
| Assessments:                    | Criterion assessment applies to all units within this qualification (i.e. the learner must adequately evidence each assessment criterion). For further details see the ILM recommended Mark-Sheet for each unit.  |

**ILM Level 4 Diploma in Leadership and Management**

|                                 |  |
|---------------------------------|--|
| Qualification Accreditation No: | 600/5931/X   |
| Planned Operational Start Date: | 01/09/2012   |
| Registration End Date:          | 31/08/2015   |
| Certification End Date:         | 31/08/2018   |
| Credit Value:                   | minimum 37 credits   |
| Induction:                      | At least 3 hours   |
| Tutorial Support:               | Minimum 4 hours  |
| Guided Learning Hours (GLH):    | The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above.   |
| Duration:                       | To be completed in 3 years   |
| Rules of Combination:           | Learners must gain a minimum of 37 credits from a choice of optional units (400-427) within groups 1 and 2, of that no more than 18 credits can be taken from group 2 units (300-341, 501-530, 533).<br><br><b>Refer to the overview of units table.</b> |
| Assessments:                    | Criterion assessment applies to all units within this qualification (i.e. the learner must adequately evidence each assessment criterion). For further details see the ILM recommended Mark-Sheet for each unit.   |

# Overview of Units

## Group 1

| Ref      | Unit Title  | Level | CV* | GLH** |
|----------|---|-------|-----|-------|
| 8605-410 | Managing the Analysis of Secondary Data   | 4     | 4   | 15    |
| 8605-408 | Management Communication  | 4     | 4   | 18    |
| 8605-409 | Managing Personal Development   | 4     | 6   | 15    |
| 8605-411 | Managing a Healthy and Safe Environment   | 4     | 2   | 9     |
| 8605-412 | Managing Meetings   | 4     | 3   | 15    |
| 8605-413 | Managing Marketing Activities   | 4     | 3   | 15    |
| 8605-414 | Data Collection and Analysis to Justify Management Decision Making                            | 4     | 2   | 10    |
| 8605-400 | Understanding the Management Role to Improve Management Performance                           | 4     | 4   | 15    |
| 8605-401 | Planning and Leading a Complex Team Activity  | 4     | 4   | 6     |
| 8605-402 | Managing Equality and Diversity in Own Area   | 4     | 4   | 12    |
| 8605-403 | Managing Risk in the Workplace  | 4     | 3   | 6     |
| 8605-415 | Motivating People in the Workplace  | 4     | 2   | 6     |
| 8605-416 | Solving Problems by Making Effective Decisions in the Workplace                               | 4     | 3   | 14    |
| 8605-404 | Delegating Authority in the Workplace   | 4     | 3   | 3     |
| 8605-417 | Managing and Implementing Change in the Workplace   | 4     | 6   | 24    |
| 8605-405 | Developing People in the Workplace  | 4     | 5   | 21    |
| 8605-418 | Understanding the Organisational Culture and Context  | 4     | 6   | 25    |
| 8605-419 | Understanding Work in Contemporary Society  | 4     | 3   | 8     |
| 8605-420 | Budgetary Planning and Control  | 4     | 3   | 6     |
| 8605-421 | Interpreting Financial Statements to Assess Organisational Performance Using Financial Ratios | 4     | 3   | 6     |
| 8605-422 | Understanding the Importance of Marketing for an Organisation                                 | 4     | 4   | 6     |
| 8605-423 | Using Quantitative Methods to Solve Management Problems                                       | 4     | 6   | 10    |
| 8605-424 | Understanding the Economics of the Marketplace  | 4     | 6   | 10    |
| 8605-406 | Developing Your Leadership Styles   | 4     | 4   | 10    |
| 8605-425 | Developing Individual Mental Toughness  | 4     | 2   | 5     |
| 8605-426 | Understanding the Macro Economic Environment  | 4     | 7   | 25    |
| 8605-407 | Understanding Financial Management  | 4     | 3   | 12    |
| 8605-427 | Developing a Culture to Support Innovation and Improvement                                    | 4     | 3   | 12    |



## Group 2

| Ref      | Unit Title   | Level | CV* | GLH** |
|----------|--|-------|-----|-------|
| 8605-501 | Managing Improvement   | 5     | 3   | 8     |
| 8605-502 | Making a Financial Case  | 5     | 3   | 14    |
| 8605-503 | Developing Critical Thinking   | 5     | 4   | 18    |
| 8605-504 | Leading Innovation and Change  | 5     | 5   | 24    |
| 8605-505 | Managing Individual Development  | 5     | 4   | 18    |
| 8605-506 | Managing Stress and Conflict in the Organisation   | 5     | 3   | 8     |
| 8605-507 | Understanding the Organisational Environment   | 5     | 5   | 24    |
| 8605-508 | Understanding Organisational Culture and Ethics  | 5     | 3   | 12    |
| 8605-509 | Managing Customer Relations  | 5     | 3   | 10    |
| 8605-510 | Managing for Efficiency and Effectiveness  | 5     | 4   | 18    |
| 8605-511 | Managing Projects in the Organisation  | 5     | 4   | 18    |
| 8605-512 | Managing Resources   | 5     | 4   | 12    |
| 8605-513 | Managing Information   | 5     | 4   | 12    |
| 8605-514 | Managing Recruitment   | 5     | 5   | 24    |
| 8605-515 | Managing Work Analysis   | 5     | 3   | 12    |
| 8605-516 | Analysing and Interpreting Statistics to Inform Management Decisions                               | 5     | 2   | 10    |
| 8605-517 | Understanding the Management of Facilities   | 5     | 2   | 9     |
| 8605-518 | Making Professional Presentations  | 5     | 2   | 9     |
| 8605-519 | Developing and Leading Teams to Achieve Organisational Goals and Objectives                        | 5     | 4   | 18    |
| 8605-520 | Assessing Your Own Leadership Capability and Performance   | 5     | 6   | 15    |
| 8605-522 | Becoming an Effective Leader   | 5     | 5   | 9     |
| 8605-525 | Improving and Maintaining the Organisation's Environmental Performance                             | 5     | 5   | 14    |
| 8605-526 | Managing Remote Workers  | 5     | 5   | 12    |
| 8605-527 | Partnership Working  | 5     | 4   | 10    |
| 8605-528 | Understanding Governance of Organisations  | 5     | 6   | 18    |
| 8605-530 | Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring   | 5     | 5   | 18    |
| 8605-529 | Knowledge and Information Management   | 5     | 5   | 14    |
| 8605-521 | Managing Own Continuing Professional Development   | 5     | 15  | 20    |
| 8605-524 | Applying lean production and improvement methodologies to operational problems in service delivery | 5     | 11  | 12    |
| 8605-533 | Managing Mental Health in the Workplace  | 5     | 3   | 8     |
| 8605-300 | Solving Problems and Making Decisions  | 3     | 2   | 9     |
| 8605-301 | Understanding Innovation and Change in an Organisation   | 3     | 2   | 9     |
| 8605-302 | Planning Change in the Workplace   | 3     | 2   | 9     |
| 8605-303 | Planning and Allocating Work   | 3     | 2   | 9     |
| 8605-304 | Writing for Business   | 3     | 1   | 4     |
| 8605-305 | Contributing to Innovation and Creativity in the Workplace   | 3     | 2   | 9     |
| 8605-306 | Understanding Customer Service Standards and Requirements  | 3     | 2   | 7     |
| 8605-307 | Giving Briefings and Making Presentations  | 3     | 2   | 4     |
| 8605-308 | Understanding Leadership   | 3     | 2   | 6     |
| 8605-309 | Understand How to Establish an Effective Team  | 3     | 1   | 5     |
| 8605-310 | Understanding How to Motivate to Improve Performance   | 3     | 2   | 9     |
| 8605-311 | Developing Yourself and Others   | 3     | 2   | 9     |
| 8605-312 | Understanding Conflict Management in the Workplace   | 3     | 1   | 4     |
| 8605-313 | Understanding Stress Management in the Workplace   | 3     | 1   | 7     |
| 8605-314 | Understanding Discipline in the Workplace  | 3     | 1   | 5     |
| 8605-315 | Understanding Recruitment and Selection of New Staff in the Workplace                              | 3     | 2   | 7     |

|          |  |   |   |    |
|----------|--|---|---|----|
| 8605-316 | Understanding the Induction of New Staff in the Workplace                | 3 | 1 | 3  |
| 8605-317 | Understanding Training and Coaching in the Workplace                     | 3 | 2 | 7  |
| 8605-318 | Understanding Quality Management in the Workplace                        | 3 | 2 | 6  |
| 8605-319 | Understanding Organising and Delegating in the Workplace                 | 3 | 1 | 4  |
| 8605-320 | Managing Workplace Projects  | 3 | 2 | 7  |
| 8605-321 | Understanding Health and Safety in the Workplace                         | 3 | 2 | 7  |
| 8605-322 | Understand the Organisation and its Context                              | 3 | 2 | 7  |
| 8605-323 | Understanding Performance Management                                     | 3 | 2 | 7  |
| 8605-324 | Understand Costs and Budgets in an Organisation                          | 3 | 1 | 7  |
| 8605-325 | Understand How to Manage the Efficient Use of Materials and Equipment    | 3 | 2 | 7  |
| 8605-326 | Understanding the Communication Process in the Workplace                 | 3 | 2 | 7  |
| 8605-327 | Understanding Negotiation and Networking in the Workplace                | 3 | 1 | 6  |
| 8605-328 | Understand How to Lead Effective Meetings                                | 3 | 2 | 4  |
| 8605-329 | Understanding Workplace Information Systems                              | 3 | 1 | 6  |
| 8605-330 | Understanding Marketing for Managers                                     | 3 | 1 | 4  |
| 8605-341 | Leading and Motivating a Team Effectively                                | 3 | 2 | 7  |
| 8605-331 | Understanding Support Services Operations in an Organisation             | 3 | 3 | 7  |
| 8605-332 | Understanding Sustainability and Environmental Issues in an Organisation | 3 | 3 | 10 |
| 8605-333 | Understanding Procurement and Supplier Management in the Workplace       | 3 | 2 | 7  |
| 8605-334 | Understanding and Developing Relationships in the Workplace              | 3 | 2 | 8  |
| 8605-335 | Understand How to Manage Contracts and Contractors in the Workplace      | 3 | 2 | 8  |
| 8605-336 | Understanding Incident Management and Disaster Recovery in the Workplace | 3 | 2 | 7  |
| 8605-337 | Understanding Security Measures in the Workplace                         | 3 | 2 | 7  |
| 8605-338 | Understanding How to Manage Remote Workers                               | 3 | 2 | 7  |
| 8605-339 | Understanding Good Practice in Workplace Coaching                        | 3 | 3 | 9  |
| 8605-340 | Understanding Good Practice in Workplace Mentoring                       | 3 | 3 | 9  |

\*Credit Value

\*\* Guided Learning Hours

## Flexible Assessment – Alternative Ways of Assessing

ILM provides ready-made assessment instruments/vehicles (e.g. assignment tasks) for every unit. **These are not mandatory.** Using ILM's flexible assessment approach, centres can develop their own assessment instruments. Please note this does **not** include changing the criteria, just the method by which they are assessed.

There is a range of alternative methods (please refer to the 'ILM Guide to assessing', currently sections 6 and 7). It might be as minor as adjusting the ILM assignment task to contextualise it to a specific employer/situation. More significantly, a centre might use assessed presentations or professional discussions in order to reduce the writing requirement. However, before using a centre-developed assessment instrument, **you first need approval from your ILM Quality & Compliance Manager.**

Centres are also encouraged to combine the assessment of two or more units into an integrated assignment. This reduces the number of assessments and, with astute choice of units, integration can also reduce the amount of assessment. Any integrated assignment can also be assessed using an alternative method as above.

This of course has implications for the marks. When different sized units are integrated, especially from different levels, calculating marks for each assessment criterion is less than straightforward. Some Centres avoid this by using the separate ILM mark sheets. However this misses some of the benefits. Another option is to not use numerical marks at all and combine the mark sheets and simply mark each criterion as pass/refer.