



Technical specifications for

City & Guilds Level 4

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

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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 or from ILM Customer Services (customer@i-l-m.com) and the ILM Customer Handbook All ILM qualifications are awarded by The City and Guilds of London Institute.

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 to 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:

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

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

Qualification Structures and Details

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 a minimum of 2 units from units 400-408 and 410-427 in group 1 in order to achieve this qualification. Refer to the overview of units table.
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.

Level 4 Certificate in Leadership and Management

Qualification Accreditation No:	600/5932/1
Planned Operational Start Date:	01/09/2012
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). Refer to the overview of units table.
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.

Level 4 Diploma in Leadership and Management

Qualification Accreditation No:	600/5931/X
Planned Operational Start Date:	01/09/2012
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). Refer to the overview of units table.
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	15	6
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
8605-523	Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery	5	8	8
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.