Technical specifications for

ILM Level 4

Extended 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*](http://www.i-l-m.com)or from ILM Customer Services (*customer@i-l-m.com*)and the ILM Customer Handbook.

**Qualification Purpose and Aim**

**Who is qualification for?**

This qualification is designed for career-minded aspiring and practising middle managers. It is ideal for learners seeking the comprehensive business knowledge and advanced management skills they need to raise their profile and make a real impact in their organisation.

**Benefits for Individuals**

* Design and lead a project to significantly improve your organisation's performance
* Further enhance your toolkit of core management tools and techniques
* Increase your confidence in your ability to lead and manage people at this level
* Get the skills to develop yourself as a leader.

**Benefits for Employers**

* Demonstrable proof that your middle managers have the skills necessary to drive business success
* Nurture talent and build good management practice for the long term
* Use the wide range of optional units to customise this qualification to your organisational development needs.

There are five mandatory units. The largest of these, ‘Learning through complex workplace activities’, will support learners as they design and lead a big project to deliver significant improvement to their organisation. The remaining four mandatory units focus the learner on assessing their own leadership capability and performance, a comprehensive understanding of their role, planning and leading a team through a complex piece of work, and taking responsibility for their own development at work. There is a broad selection of optional units, which cover a range of core skills and specialist knowledge.

**Progression Routes**

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

* ILM Level 5 Award, Certificate or Diploma 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*](http://www.i-l-m.com/centres)

**Qualification Structures and Details**

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

|  |  |
| --- | --- |
| Qualification Accreditation No: | 600/5853/5 |
| Planned Operational Start Date: | 01/09/2012 |
| Credit Value: | 120 Credits |
| Induction: | At least 3 hours |
| Tutorial Support: | Minimum 8 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 120 credits from mandatory units 308, 400, 401, 409 and 532 in Group 1 and 35 credits from group 2, 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. |

**Overview of Units**

**Group 1**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref** | **Unit Title** | **Level** | **CV\*** | **GLH\*\*** |
| 8605-308 | Understanding Leadership | 3 | 2 | 6 |
| 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 |
| 8605-409 | Managing Personal Development | 4 | 15 | 6 |
| 8605-532 | Learning Through Complex Workplace Activities | 5 | 60 | 30 |

\*Credit value. \*\*Guided learning hours.

**Group 2**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref** | **Unit Title** | **Level** | **CV\*** | **GLH\*\*** |
| 8605-410 | Managing the Analysis of Secondary Data | 4 | 4 | 15 |
| 8605-408 | Management Communication | 4 | 4 | 18 |
| 8605-411 | 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 |
| 8605-402 | 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 |
| 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 |
| 8605-521 | Managing Own Continuing Professional Development | 5 | 15 | 20 |
| 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 |
| 8605-524 | Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery | 5 | 11 | 12 |
| 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 |
| 8605-529 | Knowledge and Information Management | 5 | 5 | 14 |
| 8605-530 | Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring | 5 | 5 | 18 |
| 8605-339 | Understanding Good Practice in Workplace Coaching | 3 | 3 | 9 |
| 8605-340 | Understanding Good Practice in Workplace Mentoring | 3 | 3 | 9 |
| 8605-338 | Understanding How to Manage Remote Workers | 3 | 2 | 7 |
| 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 |
| 8605-343 | 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 |

\*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.