

## LEVEL4 AWARD IN MANAGEMENT

### OVERVIEW

#### Important Notes on New Format of Qualifications

1. This qualification has been designed in a unit-based format to satisfy customer preferences and in readiness for the developing UK and European credit frameworks. The content is specified in units, each of which has a title, a level, an ILM notional credit rating and a series of learning outcomes and associated assessment criteria.
2. The qualification is specified in terms of the minimum total ILM notional credits required, and indicates the mandatory units with their respective credit values. There are no optional units required for this qualification
3. Note that one credit = approximately 10 notional learning hours (nlh). This is defined as the average time it would take a learner to complete the unit. It includes guided learning hours, private study, practical and work-based learning, and assessment.
4. Whilst guidance is provided by indicating a recommended range of the guided learning hours required to deliver each unit, centres should recognise that there can be NO simple formula, for the relationship between guided learning and notional learning hours; it is dependent upon the nature of the topic and also the level of the unit.
5. The purpose of each qualification is to enable learners to perform effectively to the level and scope of the qualification as appropriate. Therefore it is ESSENTIAL that the specified minimum number of GLH is provided by the centre for each qualification to fulfil this purpose.
6. The GLH for individual units is provided as guidance to centres in designing programmes. Where induction, tutorial support and selected units sum to less than the programme minimum GLH, this is an opportunity for centres to enrich, reinforce or add value to the programme to ensure the purpose is fulfilled.
7. Whilst most learners are likely to opt for the added value associated with full qualifications, Certificates of Unit Credit are available for successful completion of individual units.

#### Rationale for the qualification

This has been developed in response to an identified need for a qualification for those learners who wish to progress from a L3 First Line Management qualification, but who may find the gap to a Level 5 (equating to second year degree level) too ambitious.

This qualification forms a valuable bridge from Level 3 to Level 5, with the additional benefit of allowing 8 credits to be carried forward to a Level 5 Certificate or Diploma. It will thus be particularly attractive to organisations seeking an incremental ladder of development throughout a career in management for its personnel.

## Aim and Objectives

**The ILM Level 4 Award in Management** aims to give managers the foundation for their formal development in this role. The qualification does this by exploring the middle manager role, and to develop the skills needed in such a role and also to prepare candidates for the more rigorous demands of study at the higher levels.

This unique Award has been developed in response to an identified need for those learners who wish to progress from a Level 3 qualification, but who may find the demands of a Level 5 (equating to second year degree level) too ambitious. Thus, this qualification forms a valuable bridge from Level 3 to Level 5, with the additional benefit of allowing 8 credits to be carried forward to a Level 5 Certificate or Diploma - thus making it particularly attractive to organisations seeking an incremental ladder of development.

## Entry Requirements

There are no formal entry requirements, but participants will:

- normally be either practising or aspiring managers with the opportunity to meet the assessment demands
- have a background that will enable them to benefit from the programme — which is likely to be Level 2 Key Skills Literacy and Numeracy or their equivalent
- Centres may provide support to intending learners who do not have this level of literacy and numeracy
- Learners who are sponsored by their employers and those without such sponsorship are equally eligible

## Middle Manager Profile

The following profile is provided to assist Centres in advising and recruiting participants on to programmes of an appropriate level.

- Middle managers can be distinguished from the first line managers below them by their wider span of control, counted in the tens and possibly extending to a few hundreds. A tier of team leaders or first line managers will frequently mediate their links with the people for whom they have responsibility. This means that they will have a similar or even smaller number of people reporting directly to them as managers nearer the front line, but will be accountable for the performance of all those over whom they have control, direct or indirect.
- Characteristic of their role will be a responsibility for allocating resources with some autonomy within defined boundaries, reflected in financial accountability for their area of activity. Managers will normally be budget-holders but with limited ability to vire funds between budget headings and can authorise recurrent expenditure and expenditure on small capital items within defined, budgeted, limits. This resource responsibility will also include responsibility for recruiting, promoting and disciplining people, within defined parameters and often with the agreement of HR specialists or senior managers. This may extend to sole responsibility for recruiting the most junior people in their area of responsibility.
- Managers will engage in direct negotiation with internal and external customers and suppliers over the terms and prices governing their relationship, albeit within prescribed boundaries. They will also be accountable for the quality of the goods or services supplied by their area of responsibility and for improvements in quality and efficiency of operations.

- Managers are also likely to engage in project leadership where such projects are designed to bring about changes in products, services resources or systems. However they will operate within defined boundaries and report progress and budgetary performance to more senior managers on a regular basis. Managers are more likely than first line managers to have a specialist management role which may extend to a technical specialism but which is primarily managerial in its focus. That means that they will be responsible for establishing, maintaining and improving systems (eg quality, marketing, sales, energy, health and safety, etc) as well as/rather than operating them.
- Unlike the senior managers (both operational and strategic) above them, Managers have clearly defined limits on their freedom to act or take decisions, and are expected to report regularly on their performance. They may propose changes to systems and will be responsible for ensuring that those systems are operated effectively, but they may only change those minor systems operated wholly within their own areas of responsibility without approval from others.

## QUALIFICATION OVERVIEW

	<b>Award</b>
Duration	34 Glh, including induction and tutorial support
To be completed within	One year
Notional credit value	Minimum 8 credits
Induction	2 hours
Tutorial support	At least two hours
Structure	Two mandatory units with a combined credit value of 8
Assessment	Work-based Assignment

## Delivery Options

- Delivery options may include fully-taught programmes, or blended programmes using a mix of workshops and/or tutorials together with online or text-based distance learning.
- There is NO requirement to deliver the programme in discrete units, provided that all learning outcomes for all selected units are covered by the complete programme. Thus programmes can be planned and scheduled to meet a range of circumstances.
- Whilst ILM no longer has a specific requirement for collaborative learning (formerly recommended — possibly as a residential, or extended learning experience), this is still recommended as good practice where feasible. This may be face-to-face or virtual.
- ILM also validates certain high quality externally produced products which can be used to support its qualifications. Look for the 'validated by ILM' logo, and see website for detail.
- Where a centre wishes to use alternative distance learning products, the BM's approval must be gained.

## STRUCTURE OF LEVEL 4 MANAGEMENT AWARD

Qualification	Credit★ Value	Unit Details	Credit Value
Award	8	M4.01 Understanding the management role	4
		M4.02 Developing management skills	4
		OPTIONAL UNITS	0
		TOTAL	8

★ **Credit** – One credit is equivalent to 10 hours of NLT.

## LIST OF UNITS - LEVEL 4 MANAGEMENT UNITS

Ref	Unit Title	Level	Glh	Cr	Award
M4.01	Understanding the management role	4	15	4	Mandatory
M4.02	Developing management skills	4	15	4	Mandatory