

LEVEL 5 QUALIFICATIONS IN MANAGEMENT

OVERVIEW

Important Notes on New Format of Qualifications

1. This suite of qualifications 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. Award, Certificate and Diploma qualifications are specified in terms of the minimum total ILM notional credits required, and indicate the mandatory units with their respective credit values. Optional units may be selected to meet individual or sponsor's needs to reach the total minimum credits required for the 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. Alternatively the opportunity may be taken to provide an additional unit.
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.

Aim and Objectives

The ILM Level 5 Award in Management aims to give practising or potential managers the foundation for their formal development in this role. The qualification does this by developing basic middle management skills and assisting participants in gaining the basic knowledge required at this level.

The ILM Level 5 Certificate in Management aims to give practising or potential managers the foundation for their formal development in this role. The qualification does this by developing basic middle management skills and assisting participants in gaining the basic knowledge required at this level. This qualification builds on the ILM Level 5 Award in Management, and broadens the skills and knowledge in a flexible and practical way. Candidates are not required to undertake the Award as a pre-requisite and may join Certificate programmes directly.

The ILM Level 5 Diploma in Management aims to give practising managers the widest choice for their formal development in this role. The qualification does this by developing a very wide range of basic middle management skills and assisting participants in gaining the comprehensive knowledge required at this level. This qualification builds on the ILM Level 5 Award and Certificate in Management, and is more suited to the practising manager, due to the more challenging demands of the programme. Candidates are not required to undertake either the Award or the Certificate as pre-requisites and may join Diploma programmes directly.

Whilst these qualifications may be of value and relevance to managers working within small firms, centres should be aware of the SFEDI qualifications which may offer a closer match to candidates' specific requirements.

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. ILM believes that. . .

- 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.
- Middle 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.

- Middle 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, middle 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

	Award	Certificate	Diploma
Notional Credit Value	Minimum 10 credits	Minimum 30 credits	Minimum 45 credits
Duration	Minimum 45 Glh	Minimum 150 Glh	Minimum 220 Glh
To be completed within	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Two years 	<ul style="list-style-type: none"> • Three years
Induction	<ul style="list-style-type: none"> • One hour 	<ul style="list-style-type: none"> • 2 hours 	<ul style="list-style-type: none"> • 2 hours
Tutorial support	<ul style="list-style-type: none"> • At least 2 hours 	<ul style="list-style-type: none"> • At least 4 hours 	<ul style="list-style-type: none"> • At least 7 hours
Structure	<ul style="list-style-type: none"> • One mandatory unit with a credit value of 4 • Optional units with a total minimum credit value of 6 	<ul style="list-style-type: none"> • Four mandatory units with a combined credit value of 14 • Optional units with a total minimum credit value of 16 	<ul style="list-style-type: none"> • Seven mandatory units with a combined credit value of 23 • Optional units with a total minimum credit value of 22
Assessment – mandatory units	<ul style="list-style-type: none"> • Work-based Assignment 	<ul style="list-style-type: none"> • Work-based Assignment, plus • Improvement Report 	<ul style="list-style-type: none"> • Work-based Assignment, plus • Improvement Report, plus • Innovation Report
Assessment – optional units	Depending on the units selected, a choice of <ul style="list-style-type: none"> • Work-based assignments, • Reflective reviews, • Oral presentations, • Written reports • <i>Centre-devised alternatives</i> 		

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 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. Management Extra workbooks from Pergamon Flexible Learning have been fully validated and re-mapped to the new qualifications.

STRUCTURE OF LEVEL 5 MANAGEMENT QUALIFICATIONS

Qualification	Credit Value	Unit Details	Credit Value
Award in Management	10	M4.01 Understanding the management role	4
		OPTIONAL UNITS (ALL Optional Units must be at Level 5)	6
		TOTAL	10
Certificate	30	M4.01 Understanding the management role	4
		M5.01 Developing the reflective manager	4
		M5.02 Managing improvement	3
		M5.03 Making a financial case	3
		OPTIONAL UNITS	16
		TOTAL	30
Diploma	45	M4.01 Understanding the management role	4
		M5.01 Developing the reflective manager	4
		M5.02 Managing improvement	3
		M5.03 Making a financial case	3
		M5.04 Developing the manager as a critical thinker	4
		M5.05 Leading innovation and change	5
		OPTIONAL UNITS	22
		TOTAL	45

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

LIST OF LEVEL 5 MANAGEMENT UNITS

M=Mandatory

Ref	Unit Title	Level	Glh (mid-point)	Glh (range)	Cr	Award	Cert	Dip
M4.01	Understanding the management role	4	15	14-16	4	M	M	M
M4.02	Developing management skills	4	15	14-16	4			
M5.01	Developing the reflective manager	5	18	17-19	4		M	M
M5.02	Managing improvement	5	14	13-15	3		M	M
M5.03	Making a financial case	5	14	13-15	3		M	M
M5.04	Developing the manager as a critical thinker	5	18	17-19	4			M
M5.05	Leading innovation and change	5	24	22-26	5			M
M5.06	Becoming an effective leader	5	25	23-27	5			
M5.07	Managing individual development	5	18	17-19	4			
M5.08	Managing stress and conflict in the organisation	5	14	13-15	3			
M5.09	Communication in management	4	18	17-19	4			
M5.10	Understanding the organisational environment	5	24	22-26	5			
M5.11	Understanding organisational culture and ethics	5	14	13-15	3			
M5.12	Managing customer relations	5	14	13-15	3			
M5.13	Managing for efficiency and effectiveness	5	18	17-19	4			
M5.14	Understanding financial management	4	18	17-19	2			
M5.15	Managing projects in the organisation	5	18	17-19	4			
M5.16	Managing a healthy and safe environment	4	9	8-10	2			
M5.17	Managing resources	5	18	17-19	4			
M5.18	Managing information	5	18	17-19	4			
M5.19	Managing meetings	4	15	14-16	3			
M5.20	Managing recruitment	5	24	22-26	5			
M5.21	Managing marketing	4	15	14-16	3			
M5.22	Conducting work analysis	5	10	9-11	2			
M5.23	Analysing and interpreting statistics to inform management decisions	5	10	9-11	2			
M5.24	Conducting operations research	6	10	9-11	2			
M5.25	Analysing and presenting data to inform management decisions	4	10	9-11	2			
M5.26	Managing facilities	5	9	8-10	2			
M5.27	Making professional presentations	5	9	8-10	2			
M5.28	Leading teams	5	18	17-19	4			

