**ILM LEVEL 6 UNITS IN MANAGEMENT DIPLOMA ACCREDITATION DOCUMENT**

**[Name of Customer programme]**

**Advice for ILM Centre Managers and Course Organisers**

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| ILM is looking for *equivalence* of the standard of the Level 6 assessment activities, given the context specific nature of the learning, development and subsequent evidence provided by the learners.  This document provides evidence of learner summative assessments/s aligned with the ILM assessment criteria. It also assists internal and external verifiers in the undertaking of their verification activities.  In the column entitled *Learning Strategies* the programme delivery of guided learning activities are referenced. In the column entitled *Assessment Evidence, all specific assessments* that each learnerwill complete are documented.  It is likely that a range of assessment activities will be included and evidence spread across learning outcomes and assessment criteria.  **Advice for the Quality and Compliance Manager (QCM) and External Verifier (EV).**  Pay particular attention to the summative assessment activities which have been aligned in this document, these should be centre- assessed using appropriate centre recording documentation or ILM mark sheets.  Please note that every assessment for every learner should be *available* to the E.V. as requested. The exception being those centres with Direct Claims Status.  *\*For Dual Accredited programmes, the E.V. should have sight of the University Academic Board’s exam pass list, to ensure that there is a match between the completion of the correct university modules and the ILM units claimed.*  **[name of customer programme]**  **Introduction**  [Overview of customer programme/ mode of delivery etc.]  **Rules of Combination**   |  | | --- | | **Diploma :YES/NO/N/A** | | * A minimum of 12 credits from Group A **and** a minimum of 30 credits from Group B. * Units completed in Group A cannot be taken from Group B. * To achieve the Level 6 Diploma in Management, learners must ensure that more than 50% of credits achieved are at Level 6.   **StorageX/G/ilmcurrent/qualitypractice/mapping/** | |

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| **Customer Programme Title** | | **ILM Level 6** | | | | | **Assessment Manager/QA**  **Alignment Consultant** |  |
| **ILM Qualification** | |  | | | | | **Quality and Compliance Manager (QCM)**  **Business Development Manager (BDM)** |  |
|  | **Summary Group A Level 6 units** | | | **Coverage** | | | **Comments** | **Title of Assessment for External Verification** |
| Ref | Unit Title | | Credit Value | None | Partial | Full |  |  |
| 8316-602 | Developing the Executive Manager | | 6 |  |  |  |  |  |
| 8316-603 | Optimising Organisational Capacity | | 6 |  |  |  |  |  |
| 8316-604 | Critical thinking and research skills in leadership and management | | 6 |  |  |  |  |  |
| 8316-605 | Reviewing corporate policy and strategy | | 6 |  |  |  |  |  |
|  | **Summary Group B Levels Levels 5/6/7 units** | |  |  |  |  |  |  |
| 8316-507 | Becoming an effective leader | | 5 |  |  |  |  |  |
| 8316-530 | Understanding how management coaching and mentoring can benefit individuals and organisations | | 5 |  |  |  |  |  |
| 8316-602 | Developing the executive manager | | 6 |  |  |  |  |  |
| 8316-603 | Optimising organisational capacity | | 6 |  |  |  |  |  |
| 8316-604 | Critical thinking and research skills in management | | 6 |  |  |  |  |  |
| 8316-605 | Reviewing corporate policy and strategy | | 6 |  |  |  |  |  |
| 8316-607 | Developing excellence in operations | | 6 |  |  |  |  |  |
| 8316-608 | Managing operations research | | 3 |  |  |  |  |  |
| 8316-609 | Leading project implementation | | 12 |  |  |  |  |  |
| 8316-610 | Building commitment to corporate vision and values | | 6 |  |  |  |  |  |
| 8316-700 | Team working in organisational partnerships | | 6 |  |  |  |  |  |
| 8316-701 | Leading change in organisations | | 6 |  |  |  |  |  |

**Group A (all units Level 6 providing 6 credits)**

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| **Unit Ref. 8316-602** | | **Developing the Executive Manager** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Learning Strategies** | **Assessment Evidence** |
| 1 | 1. Improve own managerial practice | 1.1 | Collect and analyse feedback from appraisal/performance management systems and from colleagues about own management practice, and operational data about own managerial effectiveness |  |  |
| 1.2 | Critically evaluate own management performance, based on performance information, with reference to significant management theories or models and schools or trends in management thinking |  |  |
| 1.3 | Use this evaluation to identify strengths in own management practice and prepare an action plan to address areas for improvement |  |  |

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| **Unit Ref. 8316-603** | | **Optimising Organisational Capacity** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Make recommendations to improve resource capacity and utilisation in own area of responsibility | 1.1 | Identify the range and capacity of resources employed in own area of responsibility, assess their current utilisation and the factors determining it |  |  |
| 1.2 | Evaluate alternative strategies for improving utilisation of current resources and for increasing or decreasing current resource capacity |  |  |
|  |  | 1.3 | Prepare a rationale and business case with recommendations for changes to resource capacity and resource utilisation to improve the efficiency and effectiveness of operations |  |  |

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| **Unit Ref. 8316-604** | | **Critical Thinking and Research Skills in Management** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Learning Strategies** | **Assessment Evidence** |
| 1 | Think critically and conduct research in relation to leadership and management practice | 1.1 | Critically review an influential theory or model of best practice widely used by managers and leaders that is relevant to own role |  |  |
| 1.2 | Undertake research that is relevant to own role to inform own management and leadership practice |  |  |

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| **Unit Ref. 8316-605** | | **Reviewing corporate policy and strategy** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Review the procedures for the development and implementation of corporate policies and strategy | 1.1 | Compare colleagues’ and stakeholders’ perceptions of the organisation’s purpose, vision and values |  |  |
| 1.2 | Assess the effectiveness of the procedures for developing corporate policy and strategy and their adherence to best practice |  |  |
|  |  | 1.3 | Assess the effectiveness of current corporate policies and strategies in enabling the organisation to fulfil its purpose, vision and values |  |  |
| 1.4 | Critically review organisation structures, culture and internal communication systems and assess their effectiveness in enabling the implementation of policy and strategy |  |  |
| 2 | Make recommendations for changes to procedures for the development and implementation of corporate policy and strategy | 2.1 | Make recommendations for changes to procedures for the development and implementation of corporate policy and strategy |  |  |

**GROUP B**

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| **Unit Ref. 8316-507** | | **Becoming an effective leader Level 5 -6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Evaluate own ability to fulfil key responsibilities of the leadership role | 1.1 | Critically review own ability to fulfil the key responsibilities of the leadership role |  |  |
| 1.2 | Critically evaluate own ability to use a repertoire of leadership styles in different situations and with different people to fulfil the leadership role |  |  |
| 2 | Evaluate own awareness of emotions in shaping performance | 2.1 | Employ theories of emotional intelligence to review critically the effect of emotions on own and others’ performance |  |  |
| 3 | Evaluate own ability to set direction and to gain the commitment of others | 3.1 | Critically review own ability to set direction and communicate this to others |  |  |
|  | 3.2 | Critically review own ability to motivate, delegate and empower others |  |  |

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| **Unit Ref. 8316-530** | | **Understanding how management coaching and mentoring can benefit individuals and organisations**  **Level 5 – 5 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Explain the characteristics of effective coaches and mentors and coaching and mentoring programmes | 1.1 | Identify the characteristics of effective coaching and mentoring arrangements and plans |  |  |
| 1.2 | Explain the importance of respecting others’ ethical and moral views, beliefs, attitudes and values, challenging inappropriate language or behaviour and not abusing own power and authority in a coaching or mentoring relationship |  |  |
| 1.3 | Explain the importance of creating the necessary, safe and confidential conditions for engaging in effective coaching or mentoring and of agreeing the expectations, processes and boundaries of a coaching or mentoring programme with all stakeholders |  |  |
| 1.4 | Explain why coaches and mentors should develop effective communication skills and be able to analyse communication to identify meaning |  |  |
| 2 | Present a business case for using coaching or mentoring in own organisation | 2.1 | Assess the contribution that management coaching or mentoring can make to individuals and the organisation, and its role in relation to alternative developmental and support strategies |  |  |
|  | 2.2 | Identify potential organisational barriers to using coaching or mentoring and develop appropriate strategies for overcoming them |  |  |
| 2.3 | Present a business case for using coaching or mentoring to address specific developmental and support needs in the organisation |  |  |
| 2.4 | Suggest how the effectiveness of the proposed coaching or mentoring programme can be evaluated |  |  |

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| **Unit Ref:8316- 602** | | **Developing the Executive Manager Level 6 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Learning Strategies** | **Assessment Evidence** |
| 1 | Improve own managerial practice | 1.1 | Collect and analyse feedback from appraisal/performance management systems and from colleagues about own management practice, and operational data about own managerial effectiveness |  |  |
| 1.2 | Critically evaluate own management performance, based on performance information, with reference to significant management theories or models and schools or trends in management thinking |  |  |
| 1.3 | Use this evaluation to identify strengths in own management practice and prepare an action plan to address areas for improvement |  |  |

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| **Unit Ref. 8316-603** | | **Optimising Organisational Capacity Level 6 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Make recommendations to improve resource capacity and utilisation in own area of responsibility | 1.1 | Identify the range and capacity of resources employed in own area of responsibility, assess their current utilisation and the factors determining it |  |  |
| 1.2 | Evaluate alternative strategies for improving utilisation of current resources and for increasing or decreasing current resource capacity |  |  |
| 1.3 | Prepare a rationale and business case with recommendations for changes to resource capacity and resource utilisation to improve the efficiency and effectiveness of operations |  |  |

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| **Unit Ref 8316-604** | | **Critical Thinking and Research Skills in Management Level 6 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Learning Strategies** | **Assessment Evidence** |
| 1 | Think critically and conduct research in relation to leadership and management practice | 1.1 | Critically review an influential theory or model of best practice widely used by managers and leaders that is relevant to own role |  |  |
| 1.2 | Undertake research that is relevant to own role to inform own management and leadership practice |  |  |

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| **Unit Ref. 8316-605** | | **Reviewing corporate policy and strategy Level 6 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Review the procedures for the development and implementation of corporate policies and strategy | 1.1 | Compare colleagues’ and stakeholders’ perceptions of the organisation’s purpose, vision and values |  |  |
| 1.2 | Assess the effectiveness of the procedures for developing corporate policy and strategy and their adherence to best practice |  |  |
| 1.3 | Assess the effectiveness of current corporate policies and strategies in enabling the organisation to fulfil its purpose, vision and values |  |  |
| 1.4 | Critically review organisation structures, culture and internal communication systems and assess their effectiveness in enabling the implementation of policy and strategy |  |  |
| 2 | Make recommendations for changes to procedures for the development and implementation of corporate policy and strategy | 2.1 | Make recommendations for changes to procedures for the development and implementation of corporate policy and strategy |  |  |

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| **Unit Ref. 8316- 607** | | **Developing excellence in operations Level 6 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Determine the organisation’s capability to meet the current and future needs of customers, service users or sponsors | 1.1 | Investigate existing and potential customers, service users or sponsors and competitor or comparator organisations, and identify any trends in behaviour or performance |  |  |
| 1.2 | Evaluate the capability to meet current and future needs of customers, service users or sponsors, compare operational performance to competitor or comparator organisations and identify any opportunities for innovation and improvement |  |  |
| 1.3 | Identify models of operational excellence, innovation and best practice and evaluate their potential contribution to the organisation |  |  |
| 2 | Develop and recommend plans to improve operations to meet the needs of customers, users or other relevant sponsors | 2.1 | Review possible options for improvement and develop an appropriate implementation plan for developing operations |  |  |
| 2.2 | Prepare a rationale for implementing the proposed strategy, and contingency plans for dealing with risk assessment |  |  |

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| **Unit Ref. 8316-608** | | **Managing Operations Research Level 6 -3 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | 1. Be able to conduct operations research in an organisation | 1.1 | Define a problem in own area of responsibility, that has arisen out of a need to make better use of available resources |  |  |
| 1.2 | Establish the objectives for the problem resolution and any specific requirements that must be met in proposing a solution |  |  |
|  |  | 1.3 | Select and justify a specific operations research methodology to resolve the problem, identifying both its strengths and weaknesses in comparison to alternative methodologies |  |  |
| 1.4 | Collect, validate and analyse data collected from the organisation in order to employ the selected operations research methodology to propose an appropriate solution |  |  |
| 2 | Be able to interpret the outcomes of operations research | 2.1 | Recommend improvements to organisational efficiency based on the outcomes of operations research |  |  |

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| **Unit Ref. 8316-609** | | **Leading project implementation Level 6 -12 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Plan a complex project | 1.1 | Determine the feasibility and risks associated with a proposed project |  |  |
| 1.2 | Agree the goals and success criteria for the project |  |  |
| 1.3 | Plan the project and identify the financial and other resources required, using a standard method and appropriate project management tools |  |  |
| 1.4 | Select an appropriate project team |  |  |
| 2 | Lead a complex project to a successful close | 2.1 | Lead the project team to achieve project milestones and goals |  |  |
| 2.2 | Monitor progress and take action to rectify problems or recover failure |  |  |
| 2.3 | Manage the project budget, identifying any variances and taking appropriate action |  |  |
| 2.4 | Ensure full engagement of stakeholders with the project |  |  |
| 3 | Evaluate a complex project | 3.1 | Develop and implement an appropriate evaluation tool for the project and report on the outcomes to stakeholders |  |  |
| 3.2 | Reflect on and learn from the outcomes of a project |  |  |

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| **Unit Ref. 8316-610** | | **Building commitment to corporate vision and values Level 7 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Review commitment to the vision and values of the organisation | 1.1 | Agree with stakeholders a process to review the organisation’s statement of vision and values, and its policies on corporate social responsibility and sustainability |  |  |
| 1.2 | Lead a review of and where appropriate revise the organisation’s statement of vision and values, and its policies on corporate social responsibility and sustainability |  |  |
| 1.3 | Evaluate the effectiveness of organisational culture, management and leadership styles, internal communications, operational systems, procedures and practices in supporting the organisation’s vision and values and its policies on corporate social responsibility and sustainability |  |  |
| 2 | Develop corporate vision, values and culture, and a commitment to corporate social responsibility and sustainability | 2.1 | Prepare a strategy to support the organisation’s statement of vision and values, and to develop its culture and commitment to corporate social responsibility and sustainability |  |  |

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| **Unit Ref. 8316-700** | | **Team working in organisational partnerships level 7 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Review the key success factors and organisational experiences of team working and organisational partnerships | 1.1 | Identify, compare and contrast the key success factors for team working in organisational partnerships |  |  |
| 1.2 | Critically review and assess the organisation’s experience of team working and organisational partnerships |  |  |
| 2 | Establish effective team working and organisational partnerships | 2.1 | Agree the aims and success criteria for teams and organisational partnerships with senior managers, Board of Directors/Trustees/Governors and other stakeholders |  |  |
| 2.2 | Agree the operational procedures for team working and organisational partnerships |  |  |
| 2.3 | Establish and motivate team members to work co-operatively to achieve agreed goals |  |  |
| 2.4 | Evaluate the effectiveness of team working in organisational partnerships |  |  |

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| **Unit Ref. 8316-701** | | **Leading change in organisations Level 7 – 6 credits** | | | |
| **Learning Outcomes** | | **Assessment Criteria** | | **Content Evidence Ref & comments** | **Assessment Evidence Ref & comments** |
| 1 | Review the causes of change, strategies for change and the effects of change on organisations | 1.1 | Evaluate the different factors that encourage change in organisations, processes and the products and services they supply |  |  |
| 1.2 | Compare alternative models of change management and critically assess their suitability and effectiveness for bringing about an identified change on the organisation |  |  |
| 1.3 | Assess the potential effects of an identified change on the organisation |  |  |
| 2 | Justify an appropriate leadership strategy to enable an identified change | 2.1 | Evaluate the effectiveness of alternative models of leadership in enabling change |  |  |
| 2,2 | Justify an appropriate leadership strategy to bring about an identified change in an organisation |  |  |