

## ILM Level 4 NVQ Diploma in Management

Unit No: 400 (Level 4 - Credit Value = 5)

### 'Provide Leadership and Management'

---

In this unit you will learn how to influence people to perform assigned tasks willingly, efficiently and effectively to increase job satisfaction and productivity. Learners will understand the principles behind effective leadership and management and be able to inspire stakeholders and colleagues to deliver positive results.

---

The Learner is to provide narrative for each task of how they meet the criteria unless otherwise stated. You must provide full answers that allow for proper assessment of the work you are doing (or have done recently) or what role you have within your working environment. It is expected that you will need approximately 300 - 400 words per task, providing as much detail as possible.

You will answer each assessment criteria in your own words and write in the first person, ie "I do this". A tip is always to keep in mind the "who, why, how, where and when" in each answer. For any of the criteria you may choose to support your narrative with appropriate referenced evidence.

Please note where only documentation/evidence is required to meet the assessment criteria this will be stated.

#### Research tips:

- [http://en.wikipedia.org/wiki/Stakeholder\\_engagement](http://en.wikipedia.org/wiki/Stakeholder_engagement)
- [http://en.wikipedia.org/wiki/Stakeholder\\_analysis](http://en.wikipedia.org/wiki/Stakeholder_analysis)
- <http://businesscasestudies.co.uk/cmi/the-importance-of-effective-management/leadership-and-management.html#axzz4Vvc8piMW>



**ILM Level 4 NVQ Diploma in Management**    Unit No: 400    **'Provide Leadership and Management'**

**Learning Outcome 1** - Understand the principles supporting leadership and management

- Analyse how leadership and management theories may be applied
- Assess the influence of an organisation's culture and structure on its leadership styles and management practices and then conversely assess the suitability of your organisations leadership styles and management practices to its culture
- Analyse how theories of motivation may be applied in the practice of leadership
- Evaluate the role of stakeholder engagement in leadership and management

**Learning Outcome 2** - Be able to engage and inspire stakeholders and colleagues

- Display behaviours and attitudes that show a commitment to the achievement of an organisation's goals and the fulfilment of an organisation's vision and the expression of its values
- Identify who stakeholders are and the nature of their interest and take action to ensure that colleagues and other stakeholders understand their role in achievement of organisational objectives
- Win the trust and support of and secure the on-going commitment of colleagues and other key stakeholders through exemplary performance and behaviour
- Take action to maintain morale through difficult times

**Learning Outcome 3** - Be able to deliver results

- Make planning and resourcing decisions that optimise the available resources, skills and expertise and when necessary adapt plans, priorities and resource allocations to meet changing circumstances and priorities
- Use delegation techniques whilst delivering targets and empower individuals to take responsibility for their decisions and actions within agreed parameters



## ILM Level 4 NVQ Diploma in Management

Unit No: 401 (Level 4 - Credit Value = 5)

### 'Develop and Implement an Operational Plan'

---

In this unit you will learn how to focus on the goals that truly matter when developing an operational plan, then determine the key initiatives that will help you achieve those goals. Learners will be able to define how resources; human, financial and physical, will be allocated to achieve short-term goals that support larger strategic objectives.

---

The Learner is to provide narrative for each task of how they meet the criteria unless otherwise stated. You must provide full answers that allow for proper assessment of the work you are doing (or have done recently) or what role you have within your working environment. It is expected that you will need approximately 300 - 400 words per task, providing as much detail as possible.

You will answer each assessment criteria in your own words and write in the first person, ie "I do this". A tip is always to keep in mind the "who, why, how, where and when" in each answer. For any of the criteria you may choose to support your narrative with appropriate referenced evidence.

Please note where only documentation/evidence is required to meet the assessment criteria this will be stated.

#### Research tips:

- <http://www.bigskyassociates.com/blog/developing-an-operations-plan-5-key-elements>
- [https://en.wikipedia.org/wiki/Operational\\_planning](https://en.wikipedia.org/wiki/Operational_planning)



**ILM Level 4 NVQ Diploma in Management**    Unit No: 401    **'Develop and Implement an Operational Plan'**

**Learning Outcome 1** - Understand the principles of operational planning

- Evaluate the use of risk analysis techniques in operational planning
- Explain the components of an operational plan
- Analyse the relationship between strategic and operational plans
- Evaluate the use of planning tools and techniques in the operational planning process
- Explain how to carry out a cost-benefit analysis

**Learning Outcome 2** - Be able to develop an operational plan

- Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs)
- Identify evaluation mechanisms appropriate to the plan
- Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures
- Develop proportionate and targeted plans to manage identified risks
- Take action to ensure that plans complement and maximise synergy with other business areas
- Adhere to organisational policies and procedures, legal and ethical requirements

**Learning Outcome 3** - Be able to implement an operational plan

- Implement plans within agreed budgets and timescales
- Provide evidence of how you communicate the requirements of the plans to those who will be affected
- Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks



**ILM Level 4 NVQ Diploma in Management**    Unit No: 401    **'Develop and Implement an Operational Plan'**

**Learning Outcome 4** - Be able to evaluate the effectiveness of an operational plan

- Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources and report on the effectiveness of operational plans in the appropriate format Provide evidence of how you communicate the requirements of the plans to those who will be affected



## ILM Level 4 NVQ Diploma in Management

Unit No: 402 (Level 4 - Credit Value = 4)

### 'Develop Working Relationships with Stakeholders'

---

In this unit you will learn how to determine the scope for collaboration with stakeholders and develop an understanding of the characteristics that form healthy working relationships. Learners will become adept at creating and developing productive working relationships with key stakeholders they will have the ability to identify.

---

The Learner is to provide narrative for each task of how they meet the criteria unless otherwise stated. You must provide full answers that allow for proper assessment of the work you are doing (or have done recently) or what role you have within your working environment. It is expected that you will need approximately 300 - 400 words per task, providing as much detail as possible.

You will answer each assessment criteria in your own words and write in the first person, ie "I do this". A tip is always to keep in mind the "who, why, how, where and when" in each answer. For any of the criteria you may choose to support your narrative with appropriate referenced evidence.

Please note where only documentation/evidence is required to meet the assessment criteria this will be stated.

#### Research tips:

- <https://www.mindtools.com/pages/article/good-relationships.htm>
- <http://www.brightwavegroup.com/our-thinking/top-tips-to-build-and-manage-your-stakeholder-relationships/index.html>
- <http://forrestwanderson.blogspot.co.uk/2011/05/seven-tips-for-strengthening.html>



**ILM Level 4 NVQ Diploma in Management**    Unit No: 402    **'Develop Working Relationships with Stakeholders'**

**Learning Outcome 1** - Understand working relationships with stakeholders

- Analyse stakeholder mapping techniques
- Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders
- Explain how expectation management and conflict resolution techniques are applied to stakeholder management
- Analyse the advantages and limitations of different types of stakeholder consultation
- Evaluate the risks and potential consequences of inadequate stakeholder consultation

**Learning Outcome 2** - Be able to determine the scope for collaboration with stakeholders

- Identify the stakeholders with whom relationships should be developed
- Explain the roles, responsibilities, interests and concerns of stakeholders
- Evaluate business areas that would benefit from collaboration with stakeholders
- Evaluate the scope for and limitations of collaborating with different types of stakeholder

**Learning Outcome 3** - Be able to develop productive working relationships with stakeholders

- Provide evidence of how you have created a climate of mutual trust and respect by behaving openly and honestly
- Provide evidence that you have taken account of the advice provided by stakeholders
- Explain how you have minimised the potential for friction and conflict amongst stakeholders

**Learning Outcome 4** - Be able to evaluate relationships with stakeholders

- Monitor relationships and developments with stakeholders
- Address changes that may have an effect on stakeholder relationships
- Recommend improvements based on analyses of the effectiveness of stakeholder relationships

