

ILM Level 5 NVQ Diploma in Management & Leadership

Unit No: 500 (Level 5 - Credit Value = 5)

'Contribute to the Development of a Strategic Plan'

In this unit you will learn how to help business leaders determine where to spend time, human capital, and money. The unit covers the principles of strategic planning and effective models allowing you to make viable contributions to developing a strategic plan, along with evaluating key factors that may affect the plan and its implementation.

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://en.wikipedia.org/wiki/Strategic_planning
- <http://smallbusiness.chron.com/business-analytical-evaluative-methods-20764.html>
- https://en.wikibooks.org/wiki/Business_Strategy/Approaches_to_Strategic_Management
- <http://www.cipd.co.uk/hr-resources/factsheets/pestle-analysis.aspx>
- <http://managementstudyguide.com/strategy-statement-components.htm>
- <http://kfknowledgebank.kaplan.co.uk/KFKB/Wiki%20Pages/Strategic%20choice.aspx>
- <http://managementstudyguide.com/strategy-formulation-process.htm>



ILM Level 5 NVQ Diploma in Management & Leadership Unit No: 500 **'Contribute to the Development of a Strategic Plan'**

Learning Outcome 1 - Understand the principles of strategic planning

- Evaluate a range of strategic planning models
- Evaluate the advantages and limitations of a range of analytical techniques
- Analyse a range of perspectives of and approaches to business strategy

Learning Outcome 2 - Be able to analyse the factors affecting the development of strategic plans

- Evaluate political, economic, social (include market factors), technological, legal and ethical factors affecting the development of strategic plans. Then evaluate the application of your PESTLE as a tool for strategy development

Learning Outcome 3 - Be able to make a contribution to a strategic plan

- Analyse the relationship between strategic intentions, strategic choice and strategy formulation
- Make viable contributions that are consistent with strategic objectives and resource constraints
- Evaluate the impact of a proposed strategy on a business



ILM Level 5 NVQ Diploma in Management & Leadership

Unit No: 501 (Level 5 - Credit Value = 5)

'Design Business Processes'

In this unit you will learn how to produce logically related business activities that combine to deliver something of value to customers. Learners will study the different techniques and tools used to design effective business processes, how to develop these processes and generate further ideas and how to evaluate their effectiveness to the organisation.

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 500 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.rivers-family.info/resources/RivCom-WhatIsBPD-WhyShouldICare.pdf>
- https://en.wikipedia.org/wiki/Business_process_modeling
- <http://www.businessballs.com/business-process-modelling.htm>



ILM Level 5 NVQ Diploma in Management & Leadership Unit No: 501 **'Design Business Processes'**

Learning Outcome 1 - Understand techniques and tools that support the design of business processes

- Analyse the principles of business change and business process re-engineering
- Evaluate the concept and application of workflow patterns and usability testing
- Evaluate a range of modelling tools
- Analyse the factors to be taken into account when evaluating the effectiveness of business processes

Learning Outcome 2 - Be able to develop business processes

- Evaluate the scope for business process improvement and constraints
- Generate ideas that meet defined business needs
- Test a proposed process through a modelling exercise
- Evaluate the feasibility and viability of a proposed process against agreed criteria
- Establish the degree of overlap between a proposed process and existing processes and systems
- Resolve tensions between existing and proposed systems and processes and **(3.3)** Justify recommendations for the rejection, adoption or enhancements to processes with evidence
- Adhere to your organisational policies and procedures, legal and ethical requirements when developing business processes

Learning Outcome 3 - Be able to evaluate the effectiveness of business processes

- Analyse valid information using techniques that are appropriate to the process being evaluated
- Assess the cost and benefit of a business process to the organisation



ILM Level 5 NVQ Diploma in Management & Leadership

Unit No: 502 (Level 5 - Credit Value = 7)

'Manage Strategic Change'

In this unit you will learn about the process of managing change in a structured, thoughtful way in order to meet organisational goals, objectives, and missions. Learners will analyse effective models for managing a change process necessary for an organisation to thrive and meet or exceed the competition of industry competitors.

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 500 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://study.com/academy/lesson/what-strategic-change-management-definition-models-examples.html>
- <http://www.businessballs.com/changemanagement.htm>
- <https://www.prosci.com/change-management/thought-leadership-library/change-management-strategy>



ILM Level 5 NVQ Diploma in Management & Leadership Unit No: 502 **'Manage Strategic Change'**

Learning Outcome 1 - Understand the management and evaluation of change

- Identify and evaluate the characteristics and application of a range of change management models for different organisational structures
- Analyse stakeholder mapping techniques used for managing and evaluating change
- Analyse techniques to evaluate change
- Evaluate the relationship between change management, business continuity and crisis management

Learning Outcome 2 - Be able to plan for strategic change

- Assess the reasons for, scope and inherent risks of a required change
- Evaluate the influences of the internal and external environment on a change
- Explain how you analyse the ethical dimensions of a change
- Justify with evidence the selected strategy to be taken to manage a change
- Develop a plan that specifies specific, measurable, achievable, realistic and time-bound objectives and resources
- Develop a stakeholder engagement plan that addresses their needs and concerns
- Specify mechanisms for the management of risks and interdependencies (mutually reliant upon each other) that are capable of meeting strategic objectives

Learning Outcome 3 - Be able to manage strategic change

- Allocate resources and responsibilities in accordance with the plan
- Take action to ensure the change plan is implemented in accordance with organisational values and procedures and not compromised by the introduction of change and remain capable of delivering the strategy
- Take into account the on-going commitment of stakeholders to a change and its implications
- Manage friction between stakeholders' needs and interdependencies in accordance with the change plan



ILM Level 5 NVQ Diploma in Management & Leadership Unit No: 502 **'Manage Strategic Change'**

Learning Outcome 4 - Be able to evaluate strategic change

- Establish valid evaluation criteria that are capable of measuring the effects of change
- Select and use evaluation tools and techniques that are appropriate to the nature of change
- Evaluate aspects of change that were successful and ascertain why other aspects were not successful
- Justify recommendations made with valid evidence
- Identify the implications for knowledge management systems and processes



ILM Level 5 NVQ Diploma in Management & Leadership

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_analysis
- <http://businesscasestudies.co.uk/cmi/the-importance-of-effective-management/leadership-and-management.html#axzz4Vvc8piMW>



ILM Level 5 NVQ Diploma in Management & Leadership 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

