



**ILM (Institute of Leadership and Management)
Level 3 First Line Management Qualification
Overviews.**

Award, Certificate and Diploma.

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Aims and Objectives

The ILM Level 3 Award in First Line Management;

Aims to give practising or potential first line managers the foundation for their formal development in this role. The qualification does this by developing basic management skills and assisting participants in gaining the basic knowledge required at this level.

The ILM Level 3 Certificate in First Line Management:

Aims to give practising or potential first line managers the foundation for their formal development in this role. The qualification does this by developing basic management skills and assisting participants in gaining the basic knowledge required by a manager. This qualification builds on the ILM Level 3 Award in First Line 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 3 Diploma in First Line Management:

Aims to give practicing or potential first line managers the widest choice for their formal development in this role. The qualification does this by developing a very wide range of basic management skills and assisting participants in gaining the comprehensive knowledge required by a first line manager. This qualification builds on the ILM Level 3 Award and Certificate in First Line Management, though is more suited to the practicing 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.

First Line Manager Profile

ILM believes that first line managers:

- May engage in some of the tasks performed by their fellow team members, but this is not their primary function
- Are practicing managers who engage more extensively in managerial tasks in which other team members do not engage
- Have a wider span of control, responsibility, authority or power and a greater degree of autonomy than a team leader
- Have to make decisions which have some resource implications
- Have to initiate actions in relation to the employment of others (e.g., be involved in, but not decide about recruitment decisions or disciplinary matters)
- Have to operate with less supervision and control by others
- Plan work looking several weeks or months ahead (the team leader's time horizons tends to be days or weeks ahead at most)
- Have a greater knowledge than team leaders of specific requirements of customers or suppliers (conversely they are not likely to make decisions about varying terms of trading with customers or suppliers)
- May deal with similar problems to team leaders, but require superior technical knowledge and more subjective judgments that demand understanding of relationships between people working together (this may extend to the relationship between customer or supplier and the employing organisation or other market related criteria)

Entry Requirements

There are no formal entry requirements, but participants will:

Normally be either practising or aspiring first line 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.

Qualification Overview

	Award	Certificate	Diploma
Credit Value	Minimum 5 credits	Minimum 20 credits	Minimum 37 credits
Guided learning	Minimum 34	Minimum 120	Minimum 220
To be completed within	One year	Two years	Three years
Induction	One hour	Two hours	Two hours
Tutorial support	At least 2 hours	At least 4 hours	At least 7 hours
Structure	<ul style="list-style-type: none"> • One mandatory unit with a credit value of 2. • Optional units with a minimum total credits of 3. 	<ul style="list-style-type: none"> • 4 mandatory unit with a combined credit value of 7. • Optional units with a minimum total credits of 13. 	<ul style="list-style-type: none"> • 9 mandatory unit with a combined credit value of 13. • Optional units with a minimum total credits of 24.
Assessment - mandatory units	<ul style="list-style-type: none"> • Work-based assignment 	<ul style="list-style-type: none"> • Work-based assignment • Change management report 	<ul style="list-style-type: none"> • Work-based assignment • Change management report • Innovation Project report • Presentation
Assessment - optional units	Depending on the units selected, a choice of: <ul style="list-style-type: none"> • Work-based assignments • Reflective reviews, • Knowledge reviews • Oral presentation • Role-play/scenarios • Written reports • Centre-devised alternatives 		

Structure Of Level 3 First Line Management Qualifications

Qualification	Notional Credit	Unit details	Notional Credit
Award	5	M3.01 Solving problems and making decisions	2
		Optional Units to the value of...	3
Certificate	20	M3.01 Solving problems and making decisions	2
		M3.02 Understanding change in the workplace	2
		M3.03 Planning change in the workplace	2
		M3.04 Achieving objectives through time management	1
		Optional Units to the value of...	13
Diploma	37	M3.01 Solving problems and making decisions	2
		M3.02 Understanding change in the workplace	2
		M3.03 Planning change in the workplace	2
		M3.04 Achieving objectives through time management	1
		M3.05 Writing for business	1
		M3.06 Managing creativity and innovation in the workplace	1
		M3.07 Obtaining information for effective management	2
		M3.08 Managing customer service	1
		M3.09 Giving briefings and making presentations in the workplace	1
		Optional Units to the value of...	24

Example: Course Structure and Content

LEARNING OUTCOMES	INDICATIVE CONTENT
<p>INDUCTION</p> <ul style="list-style-type: none"> • Outline of ILM qualifications • Aims of management development • Expectations of / benefits to the individual and the organisation • Format of the programme. Content, hours and attendance patterns • Roles and responsibilities of participants • Learning and study methods • Information on equal opportunities, appeals procedures and support mechanisms • Links with NVQ's key or core skills where appropriate • ILM Membership 	<ul style="list-style-type: none"> • Background to ILM • Personal Development Records • Getting to Know You Ice Breaker
<p>MODULE M3:01 SOLVING PROBLEMS AND DECISION MAKING</p> <ul style="list-style-type: none"> • How to describe a problem, its nature, scope and impact • How to gather and interpret information to solve a problem • Evaluate solutions to problems • Plan the implementation and communication of decisions • Monitor and evaluate the effectiveness of solutions 	<ul style="list-style-type: none"> • Problem Statement Grid • The six stages of problem solving • Define the problem • When things go wrong • Accept ownership of the problem • Creative problem solving • Problem solving techniques • Solutions to problems • Monitoring and Evaluation
<p>M3.12 MOTIVATING THE TEAM TO PERFORM</p> <ul style="list-style-type: none"> • Understand the value of assessing performance to meet individual and organisational needs <p style="text-align: right;">Continued over page</p>	<ul style="list-style-type: none"> • Monitoring individual Performance <p style="text-align: right;">Continued over page</p>

<ul style="list-style-type: none"> • Know how to motivate the team to perform in the workplace • Understand the value of feedback in the workplace • Assessment / Reflective Review • Group and Individual tutorials <p>(1 hour)</p>	<ul style="list-style-type: none"> • Action Centred Leadership • Performance improvement • Tools of performance management • Performance appraisal • Motivation and Leadership • What motivates and demotivates you at work • Maslow's Hierarchy of Needs • McGregor's Theory X and Y • Herzberg's Theory • Motivation Quiz
<p>M3.30 UNDERSTANDING THE COMMUNICATION PROCESS IN THE WORKPLACE</p> <ul style="list-style-type: none"> • Understand the communication cycle • Recognise the importance of harmonious communication • Recognise barriers to effective communication • Understand the use of different types of questions • Identify effective listening techniques • Assessment / Reflective Review • Group and Individual tutorials <p>(1 hour)</p>	<ul style="list-style-type: none"> • The purpose of communication • Barriers to effective communication • Giving and receiving feedback • Communication in Management • Non-Verbal Communication • Questioning Skills • Activity working in pairs • Listening skills activity • Active Listening Skills • Self assessment • The four levels of listening
<p>M3:34 MANAGING CHANGE IN THE WORKPLACE</p> <ul style="list-style-type: none"> • Identify and plan activities to achieve change • Communicate and promote plans for change effectively <p style="text-align: right;">Continued over page</p>	<ul style="list-style-type: none"> • Planning for change <p style="text-align: right;">Continued over page</p>

<ul style="list-style-type: none"> • Encourage pro-activity and positive attitudes to continuous improvement and change • Understand methods of evaluating continuous improvement • Group and Individual tutorials • (1 hour) • Assessment / Reflective Review 	<ul style="list-style-type: none"> • Communicating the change process • Implementing change • Monitoring and evaluating the change
<p>MODULE M3.14 MANAGING CONFLICT IN THE WORKPLACE</p> <ul style="list-style-type: none"> • Identify causes of conflict • Describe the stages in the development of conflict • Explain the effect of conflict on performance • Know how to resolve conflict in the workplace • Group and Individual tutorial session (1 hour) • Assessment 	<ul style="list-style-type: none"> • Introduction • Why does conflict happen? • Potential causes of conflict • Conflict and teams • Constructive / Destructive Conflict • Symptoms of conflict • Dealing with conflict and styles • Resolving conflict
<p>COURSE RECAP</p> <ul style="list-style-type: none"> • Assessment overview • End of course paperwork • Course evaluation 	<ul style="list-style-type: none"> • Overview of modules studies • Check which assessments have been completed and which are outstanding • Complete end of course Evaluations

List of level 3 first line management units

Ref	Unit Title	GIh	Credit Value	Award	Cert	Diploma
M3.01	Solving problems and making decisions	11	2	M	M	M
M3.02	Understanding change in the workplace	11	2		M	M
M3.03	Planning change in the workplace	11	2		M	M
M3.04	Achieving objectives through time management	7	1		M	M
M3.05	Writing for business	6	1			M
M3.06	Managing creativity and innovation in the workplace	7	1			M
M3.07	Obtaining information for effective management	10	2			M
M3.08	Managing customer service	7	1			M
M3.09	Giving briefings and making presentations	6	1			M
M3.10	Introduction to leadership	6	2			
M3.11	Building the team	5	1			
M3.12	Motivating to perform in the workplace	10	2			
M3.13	Developing yourself and others	11	2			
M3.14	Managing conflict in the workplace	4	1			
M3.15	Managing stress in the workplace	8	1			
M3.16	Managing the employment relationship	7	2			
M3.17	Recruiting, selecting and inducting new staff in the workplace	10	3			
M3.18	Coaching and training your work team	7	2			
M3.19	Providing quality to customers	6	2			
M3.20	Planning to work efficiently	6	2			
M3.21	Organizing and delegating	6	2			
M3.22	Managing projects	7	2			

M3.23	Managing health and safety at work	10	3			
M3.24	Understanding organizations in their context	13	2			
M3.25	Understanding culture and ethics in organizations	7	2			
M3.26	Managing performance	6	1			
M3.27	Working with costs and budgets	7	1			
M3.28	Managing the efficient use of materials	6	1			
M3.29	Managing the effective use of material	6	1			
M3.30	Understanding the communication process in the workplace	6	1			
M3.31	Influencing others at work	6	1			
M3.32	Communicating one to one at work	9	2			
M3.33	Effective meetings for managers	4	2			
M3.34	Understanding workplace information systems	6	1			
M3.35	Marketing for managers	4	1			

ILM Membership

All registered candidates automatically become studying members of the ILM for one year and can enjoy a range of member benefits accessible through the ILM website.

Studying members are encouraged to upgrade to the appropriate professional grade of membership to enjoy additional benefits, which will support their career and personal development.

Successful completion of a Level 3 qualification provides eligibility for Associate Membership (AMInstLM) of the Institute of Leadership & Management.