

## ILM Level 3 in First Line Management

### 1 INTRODUCTION

#### 1.1 Why ILM?

The ILM (Institute of Leadership and Management) is a national body working towards establishing best practices throughout industry and commerce. By enrolling your staff on ILM programmes you can be sure that they will receive training and development which is suited to modern business.

All ILM programmes are a combination of theoretical knowledge gained through Guided Learning Hours – face to face or online tuition – and practical work-based skills. All ILM students are encouraged to bring real-life situations to their learning and their assignments may be work-based, leading to immediate benefits.

#### 1.2 What is a First Line Manager?

A first line manager may still perform the same tasks as team members but this is not their primary function. He or she has a wider span of control, responsibility, authority or power than a team leader and will generally engage in managerial tasks. A first line manager may have to make decisions about and become involved in resource management, recruitment, discipline and planning.

They will generally have superior technical knowledge and knowledge of customers and suppliers such as will enable them to make subjective judgments that demand wider understanding although they are unlikely to be in a position where they will be negotiating business terms with them.

The biggest distinction between first line and middle managers is usually in the areas of budget– where they may control resource utilization but are seldom solely accountable – and decision making, where their delegated powers are usually circumscribed by rules and procedures.

#### 1.3 What do the different levels mean?

The Government has standardised most formal learning into nationally recognized levels to make it possible to identify equivalence between different areas of knowledge. A Level 3 course requires approximately the same degree of knowledge and understanding as a GCSE Advanced level.

## 1.4 What qualifications are available?

Level 3 First Line Management qualifications can be achieved at Award, Certificate and Diploma levels. All are acquired in a building block fashion. You can register and receive accreditation for a single unit or accumulate units until you have enough for an Award (5 credits) a Certificate (20 credits) or a Diploma (37 credits).

## 2 UNITS

### 2.1 Structure

Each qualification has its own mandatory and optional units. If an organisation commissions a complete course they will normally specify which optional units they want their delegates to complete. Alternatively, candidates may enroll as individuals on a public course where the provider will generally select the optional units.

Clearer Thoughts offers both choices.

### 2.2 Mandatory units at Level 3

|             |  |
|-------------|--|
| Award       | Solving problems and making decisions                      |
| Certificate | Solving problems and making decisions                      |
|             | Understanding change in the workplace                      |
|             | Planning change in the workplace                           |
|             | Achieving objectives through time management               |
| Diploma     | All the above plus   |
|             | Writing for business                                       |
|             | Managing creativity and innovation in the workplace        |
|             | Obtaining information for effective management             |
|             | Managing customer service                                  |
|             | Giving briefings and making presentations in the workplace |

## 2.3 Award Duration

The programme begins with a half-day induction. Delegates will be given all the information they need to help them complete the course successfully and will get to know tutors and other course members and to start to work together.

Each single-credit unit is delivered in a single day. Two- or three-credit units will take two or three days to deliver which will normally be offered as one day per week for however many weeks are needed. This allows candidates time to assimilate knowledge and practice new skills.

Candidates will need to spend time at home or in the workplace completing module assessments which will be marked by the course tutor and verified internally and externally. A half-day wrap-up session allows tutor and candidate time to discuss planned assessment work, agree completion dates and to work on any problem areas. Additional half days or one-to-one tutorials may be scheduled part way through the delivery for feedback and discussion purposes.

Award programmes must be completed within one year of registration, Certificates in two and Diplomas in three.

### 3 LEVEL 3 CONTENT

In addition to all the units listed above in 2.2, the following optional units are available.

| <b>Single-credit modules</b>                                   |  |  |
|--|--|--|
| Building the team  | Managing conflict in the workplace           | Managing stress in the workplace                         |
| Organizing and delegating                                      | Managing performance                         | Working with costs and budgets                           |
| Managing the efficient use of materials                        | Managing the effective use of equipment      | Understanding the communication process in the workplace |
| Influencing others at work                                     | Communicating 1-1 at work                    | Understanding workplace information systems              |
| Marketing for managers   |  |  |
| <b>Two-credit units</b>  |  |  |
| Introduction to leadership                                     | Motivating to perform in the workplace       | Managing the employment relationship                     |
| Coaching and training your work team                           | Providing quality to customers               | Planning to work efficiently                             |
| Managing projects  | Understanding organisations in their context | Understanding culture and ethics in organisations        |
| Effective meetings for managers                                | Developing yourself and others               |  |
| <b>Three-credit units</b>                                      |  |  |
| Recruiting, selecting and inducting new staff in the workplace | Managing health and safety at work           |  |