

Management Qualifications

Introduction

Developing managers and team leaders is a critical part of the success of any organisation. Better motivation, improved performance, and higher retention rates can be some of the outcomes of a well-structured programme.

Your programme can be very specific to you, structured around the values and markets of your organisation and delivered at a time, location and interval to suit you. You can gain added benefit from your staff development investment by linking the programmes to an accredited management qualification.

You don't need to send your people to College for them to gain a formal qualification. ST*R Learning offers programmes that are accredited by both the Institute of Leadership and Management (ILM) and the Chartered Management Institute (CMI), the two major awarding bodies in the UK. We specialise in designing courses and programmes that match your exact needs.

The National Qualification Framework

Management Qualifications in the UK have just been through a major review process. Both ILM and CMI now offer programmes that comply with the new National Qualifications Framework. These qualifications are directly linked to the NVQ structure found in occupational training but are more academic, not being as reliant on work-based portfolios of evidence.

Each management qualification is made up of individual units, some of which are mandatory (covering critical aspects of the managerial role) and some are optional. This flexibility to choose units enables organisations and individuals to focus on the areas of management most relevant to their specific role or industry needs. Every unit is designed, assessed and quality assured to the highest national standards. These qualifications are designed to meet the needs of managers at different levels and with different responsibilities, degrees of authority and spans of control:

Team leaders are part of the team they lead, doing much the same work but with the added responsibility for communicating between the team and line managers, allocating tasks, monitoring performance and ensuring that systems and procedures are followed correctly to achieve specific targets.

Qualifications available: **Level 2** Award and Certificate in Team Leading.
A Level 2 qualification is at the equivalent academic level to a GCSE.

First line managers are the first tier in the organisation's management structure, often undertaking similar work to the teams they supervise, but with specific (although often limited) responsibilities for areas like planning, staffing, financial control, work allocation and performance to achieve operational objectives.
Qualifications available: **Level 3** Award, Certificate and Diploma in First Line Management.

A Level 3 qualification is at the equivalent academic level to an A-Level.

Middle managers head up departments and specialist teams, and have widespread responsibilities for resources, staff, finances and work performance to achieve operational and organisational objectives.

Qualifications available: **Level 5** Award, Certificate and Diploma in Management.

A Level 5 qualification is at the equivalent academic level to mid-point in a Bachelor's Degree.

Senior managers run large departments, business units or functional areas, and are responsible for developing and implementing strategies to achieve organisational goals.

Qualifications available: **Level 7** Award, Certificate and Diploma in Executive Management.

A Level 7 qualification is at the equivalent academic level to a Masters degree.

The Different Qualifications available

At each level, you can choose which modules to study from the extensive choice available. Each module has a guide to its value (credit) and to the length of time needed for completion (minimum guided learning hours). For the more senior qualifications, certain modules are mandatory.

		ILM			CMI		
		Credits	Minimum Hours	Modules available	Credits	Minimum Hours	Modules available
Level 2	Award	3	22	22	5	20	7
	Certificate	13	65		15	60	
	Diploma	n/a			38	130	
Level 3	Award	5	34	36	6	20	9
	Certificate	20	120		13	40	
	Diploma	37	220		42	140	
Level 5	Award	10	45	30	6	20	11
	Certificate	30	140		13	45	
	Diploma	45	210		64	220	
Level 7	Award	12	30	24	6	20	12
	Certificate	30	65		13	45	
	Diploma	60	120		66	235	

The Differences

CMI tends to offer fewer choices in terms of modules available at each level, but is less prescriptive about what must be assessed and how the assessment is made, or about what is contained within the modules.

CMI classifies 'one credit' as being about 3 hours of study, whereas ILM classifies it at 10 hours of study (about 6 or 7 of which are tutor-led).



Modules consist of different unit values, e.g. CMI Module 3001 'Personal development as a first line manager' has a credit value of 6 units and requires a minimum of 20 guided learning hours to complete.

How ST*R Learning can help you

We will discuss with you the current competency set and training needs of your candidates to judge which Level would be most appropriate, and which optional topics to select. In addition to the formal requirements, we recommend that, where a group of candidates is jointly going through the qualification, there be some form of feedback and presentation event providing the climax to whichever programme is chosen.

Delivery

Each of the Modules within a Qualification is self-contained. They can each be delivered either in one presentation or as discrete events of part, single or multiple-day duration. The timing and order of the workshops can be adjusted to fit around your work-schedules and demands. Should we be invited to work with you, then the exact content of each module and order of delivery may vary as a result of more detailed discussions to ensure that the content meets your specific needs. Modules will be delivered in workshop style, with the emphasis on providing a varied and stimulating atmosphere. We will blend trainer input with exercises, small group work, self-discovery questionnaires and models, video rehearsals and even a little inter-team competition!

Preparation

Each delegate will be invited to complete a pre-course questionnaire asking them for details about their roles and for guidance to the tutors on which topics are of most interest to them. Their responses will be of enhanced value if they can be discussed with their line manager prior to submission. For certain modules, some pre-course exercises and preparation will be required.

Personal Development Record

Throughout the programme, each delegate will compile a Personal Action Plan, identifying at least two points of learning from each module. Towards the end of the Programme they **must** complete a simple standard-format Personal Development Record reflecting on the whole programme of study. This will be required for inspection by the external verifiers as part of the Award process.

Work-Based Assignments

Work Based Assignments are an integral part of continual learning and assessment. As an example, at Level 3, each delegate intending to submit themselves for award of the ILM Level 3 Award in First Line Management will be required to submit two or three Work-Based Assignments of at least 1000 words.

The structure of each assignment is set down by ILM, and delegates are required to achieve a score of 50% in each of the sections. The assignment can be submitted in handwritten or typed format. CMI also asks for written assignments, but gives slightly more flexibility on content.

Segment Reviews

As an alternative to writing formal assignments, ILM (but not CMI) also gives the option on certain modules for assessing a delegate through a Segment Review or Short Answer Questionnaire. Each Review will take no longer than 15 minutes, nor be more than 150 words. Typically, the Review will consist of a series of questions requiring simple answers (bullet points or sentences) or a scenario about which the delegate is asked to comment. There is a standard of 50% in each segment for a satisfactory pass.

Segment/Topic Content

Due to space considerations, we have not listed the full content of each module. These can be accessed through the individual websites www.managers.org and www.i-l-m.com.

Recognition

Candidates who achieve the qualifications can apply to join either ILM or CMI as Affiliates, Associates or Members, depending on their level of study.

Quality Assurance

To assure both yourselves and the external Awarding Body of our standards of delivery and assessment, a rigorous verification process will be employed. Experienced assessors from our partner organisation will conduct unannounced observations of at least one day's training from each Programme presentation, and will independently assess about 33% of all projects, segment reviews and assignments submitted by delegates after marking by the course tutors.

Optional Presentation Workshop (1 day)

We strongly recommend that you consider our optional Presentation Workshop. This provides a formal 'signing-off' opportunity, plus the chance to celebrate the achievements of the delegates. The Presentation Workshop takes place about 2 to 3 months after the last formal training session, and we will ask delegates to summarise what they have done differently as a result of the programme.

As an added bonus, we can work with you at the last formal workshop to set the delegates short projects which must show how they are using the learning to improve their place of work. At levels 2 and 3, these projects would not form part of the formal academic assessment, but would give evidence to your organisation of the return on your investment; it quite often helps to have the delegates work in small teams on these projects. Candidates at Level 5 and above are individually required to produce 4500-word Projects as part of their evaluation.

At the Presentation Workshop, each delegate will present their findings and recommendations to the group. It would be of great assistance if representatives from senior management could be present to hear the presentations. The workshop will finish with a short ceremony to present the delegates with their Certificates of Attendance. In our experience, it makes a big impact if these awards can be made by a Senior Manager or Director.



Making learning meaningful, memorable and fun

How to contact us

If you are interested in learning more about this qualification framework, or any other of our services, contact us on:

+44 (0)1883 717131 or info@strlearning.co.uk

We look forward to hearing from you.

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