



Level 4 NVQ Diploma in Management **601/8493/0**
Assessment Guide

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Introduction

ETA qualifications are developed in conjunction with the industries and employers they service. They are designed to add value and deliver multidimensional outputs that provide impact for both learners and employers.

It is therefore important that the assessment requirements of ETA qualifications are robust whilst not containing unnecessary and over-burdensome challenges that detract from the intended outcomes and impact.

The Level 4 NVQ Diploma in Management is appropriate for managers moving into a middle management position, who still retain responsibility for operational processes but are more removed from day to day line management duties. The qualification develops the knowledge and skills required to take on higher level responsibilities such as planning and implementing change, developing the skills and occupational competences required to be successful in their role. The Diploma helps to broaden knowledge and behaviours in a more flexible and practical way related to today's leadership and management practices where varied and non routine management tasks are required by middle managers with operational responsibility for substantial programmes and resources, a broad span of control, who pro-actively identify and implement change and quality improvement, negotiate budgets and contracts, lead high level meetings, manage people, performance, and information.

Benefits for Learners:

- Develop your core leadership skills
- Take charge of your personal and professional development
- Get the skills to be able to plan and implement an operational plan
- Improve your working relationships
- Get a recognised qualification for your personal development.

Benefits for employers

- Middle managers with proven skills in operational management
- Managers who can assess and manage their personal and professional development
- A broad selection of optional units to tailor the qualification to suit your organisations' learning and development needs
- Promote a culture of organisational learning and development.

Qualification Structure

Learners take four mandatory units in this qualification. The first unit looks at personal and professional development, helping the learner to identify their development needs and plan how to fulfil them. The second unit delves into the theory of leadership and also provides practical application of how to inspire and engage individuals. In the third unit learners develop and implement an operation plan. And the final mandatory unit helps the learner to develop their working relationships with key stakeholders.

Learners can then work with their employer and training provider to find the best-fit from the other units offered in the qualification.

The **Level 3 Diploma in Management** is a **53** credit qualification comprising of:

- Two hours of induction
- Minimum nine hours of tutorial support
- **Four** mandatory units (17 credits) – Details below
- Minimum of 20 credits from **Group One** (see Appendix 1)
- Maximum of 16 credits from **Group Two** (see Appendix 1)
- Minimum of 40 credits at **Level 4** or above

Unit Reference	Unit Title	Credits	Guided Learning Hours
8622-300	Manage Personal and Professional Development	3	12
8622-400	Provide Leadership and Management	5	28
8622-401	Develop and Implement an Operational Plan	5	24
8622-402	Develop Working Relationships with Stakeholders	4	40

Total Qualification Time (TQT)

Through consultation with users, a **TQT of 400 hours** has been agreed by considering the total number of learning hours required for the average learner to achieve this qualification.

TQT is split into two areas:

- **Guided Learning Hours (GLH):**
learning activity under the immediate guidance or supervision of a lecturer, supervisor, tutor or other appropriate provider of education or training - includes the activity of being assessed if the assessment takes place under the immediate guidance or supervision of a lecturer, supervisor, tutor or other appropriate provider of education or training. For this Diploma, there are **256 Guided Learning Hours**.
- **Other Learning Hours (OLH):**
an estimate of the number of hours a learner will spend, as directed by (but not under the immediate guidance or supervision of) a lecturer, supervisor, tutor or other appropriate provider of education or training, including:
 - preparatory work
 - self-study
 - or any other form of education or training, including assessment.

Examples of GLH activities include:

- Classroom-based learning supervised by a teacher
- Work-based learning supervised by a teacher
- Live webinar or telephone tutorial with a teacher in real time
- E-learning supervised by a teacher in real time
- All forms of assessment which take place under the immediate guidance or supervision of an appropriate provider of training
- Exam time

Examples of OLH activities include:

- Independent and unsupervised research/learning
- Unsupervised compilation of a portfolio of work experience
- Unsupervised e-learning
- Unsupervised e-assessment
- Unsupervised coursework
- Watching a pre-recorded podcast or webinar
- Unsupervised work-based learning

Internal Quality Assurers (IQAs)

- IQAs must have a thorough understanding of the structure, content and occupational requirements of the units that they are internally quality assuring. This understanding will have been acquired while either working directly within or delivering within the relevant occupational area in either an operational or a support function
- The level of understanding must be sufficient to allow the IQA to judge whether the assessor has fully assessed learners against all the principles within the unit
- It is unlikely that a person could have gained this level of understanding in less than twelve months of being employed but individuals with less experience could be considered as IQAs if they have the required level of experience, knowledge and understanding

Technical / Expert Witness

Expert witnesses can be drawn from a wide range of people who can observe, 'measure and examine performance against the industry and qualification principles. These can include; line managers and experienced individuals within a related sector-based organisation. The Technical Expert Witnesses should have proven practical experience and knowledge relating to the content of the principles being assessed.

It is unlikely that someone could become an expert in their entire job role in less than twelve months of being employed in their industry. They could, however, very quickly become an expert in the content of a single unit if this was the focus of their job role. The assessor should make a judgement as to the level of expertise held by a potential Technical Expert Witness and, where necessary, this should be confirmed with the awarding organisation.

Assessment Materials

ETC Awards Ltd. (ETA) Assessment Materials are protected by copyright and are supplied only to Approved Centres for use solely for the purpose of the assessment of ETA learners.

Instructions for Conducting Assessment

the Approved Centre must either:

- secure approval of in house assessment material by ETA's External Quality Assurance team prior to use
- use ETA Assessment Materials

All approved centres must then handle and store securely all Assessment Materials in accordance with the following:

- Assessment Material must be accessible to learners only during their programme
- The Approved Centre must not make public in any format the contents of any materials either in part or in full.
- Materials must be securely handled and under no circumstances shared with third party organisations or individuals
- The Approved Centre must seek permission from ETA through the External Quality Assurance team if they want to convert Material for alternative storage, retrieval and delivery in electronic formats.

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APPENDIX 1

Group One Optional Units

Unit Reference	Unit Title	Credits	Guided Learning Hours
8622-301	Manage Team Performance	4	15
8622-305	Promote Equality, Diversity and Inclusion in the Workplace	3	16
8622-306	Manage Individuals' Performance	4	19
8622-307	Manage Individuals' Development in the Workplace	3	26
8622-308	Chair and Lead Meetings	3	21
8622-309	Encourage Innovation	4	26
8622-310	Manage Conflict Within a Team	5	30
8622-311	Procure Products and/or Services	5	17
8622-313	Implement and Maintain Business Continuity Plans and Processes	4	21
8622-314	Collaborate with Other Departments	3	26
8622-315	Support Remote or Virtual Teams	4	38
8622-403	Develop and Maintain Professional Networks	3	27
8622-404	Encourage Learning and Development	3	34
8622-405	Initiate and Implement Operational Change	4	33
8622-406	Discipline and Grievance Management	3	39
8622-407	Manage a Tendering Process	4	15

8622-408	Manage Physical Resources	4	21
8622-409	Manage the Impact of Work Activities on the Environment	4	20
8622-410	Prepare for and Support Quality Audits	3	10
8622-411	Conduct Quality Audits	3	10
8622-412	Manage a Budget	4	14
8622-413	Manage a Project	7	25
8622-414	Manage Business Risk	6	35
8622-415	Manage Knowledge in an Organisation	5	25
8622-416	Recruitment, Selection and Induction Practice	6	14
8622-417	Manage Redundancy and Redeployment	6	18
8622-500	Contribute to the Development of a Strategic Plan	5	31
8622-501	Design Business Processes	5	23
8622-505	Develop and Manage Collaborative Relationships with Other Organisations	5	28
8622-506	Optimise the Use of Technology	6	29
8622-507	Manage Product and/or Service Development	5	23

Group Two Optional Units

Unit Reference	Unit Title	Credits	Guided Learning Hours
8622-317	Contribute to the Improvement of Business Performance	6	15
8622-318	Negotiate in a Business Environment	4	23
8622-322	Resolve Customers' Problems	4	30
8622-323	Resolve Customers' Complaints	4	49
8622-325	Analyse Competitor Activity	3	23
8622-418	Manage Health and Safety in Own Area of Responsibility	5	20
8622-419	Contribute to the Design and Development of an Information System	5	33
8622-420	Manage Information Systems	6	18
8622-421	Manage Events	6	19
8622-422	Manage Customer Service Operations	7	22
8622-423	Review the Quality of Customer Service	4	3
8622-424	Developing Sales Proposals	5	30
8622-425	Prioritising Information for Sales Planning	3	20

