

ILM Mandatory Assessments

Level 2 Team Leading

Level 3 First Line Management

Level 4 Management

Mini Project: M2.02 and M2.03

TASK	
<p>Your task is to explore specific aspects of the role of team leader. You do not actually need to be leading a team in order to complete this Mini-Project, but you will need to focus on the team leader's responsibilities for ensuring that tasks or activities are completed.</p> <p>You should, where possible, use your own workplace as the basis for this Mini-Project; but you may use another organisation as your focus if you have relevant experience elsewhere. In choosing the organisation to use for this Mini-Project, you should be looking for opportunities to apply what you have learnt in the two core Units of your ILM Level 2 Certificate in Team Leading programme. You are advised to discuss your task with your tutor and/or your line manager.</p> <p>If you are not currently in employment, then you should try to undertake this Mini-Project in relation to a team in an organisation of which you have some knowledge. In exceptional circumstance, and where this is not possible, the tutor should contact the ILM External Verifier for further advice.</p> <p><i>The various stages in your Mini-Project are set out below. The structure given is designed to help you to present your work logically, including all the required steps. To maximise your chances of success, follow this guidance carefully. You might expect to complete this task in around 700 words; expected range 500 to 1000 words.</i></p>	
<i>Please use the headings below for this Mini-Project</i>	Assessment Criteria
<p>Background</p> <p>Very briefly identify your organisation (or the organisation you have selected), state what it does and your role within it (or the team leader role you plan to use for the purpose of this mini-project)</p>	<ul style="list-style-type: none"> • This aspect is not assessed, but is designed to help the assessor understand the context of the information you provide throughout the remainder of the mini-project
<p>Planning and allocating work</p> <ul style="list-style-type: none"> • Give an example of one policy that affects the work of your team. Also give one example of an objective, linked to this policy, that your team is working to achieve (<i>an example of a policy could be the Customer Service Policy and an example of an objective may be to halve customer complaints</i>) • In order to achieve this objective, how do you go about planning and allocating work? How do you ensure that your team members understand what is required of them? <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> • One example of a target or objective that the team is working to achieve is given • One organisational policy that is relevant to the work of the team is identified • The way that work is planned or allocated to meet the target or objective selected above is explained • One way of checking that team members understand what work is required of them is described
<p>Monitoring your team's work</p> <ul style="list-style-type: none"> • How will the team's work be checked (name two ways) and what could be done if someone were not doing their job properly? • Mention an example of something your team currently does that seems to conflict with something else they are required to do <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> • Two ways to monitor the team's work are listed • One action the team leader could take to rectify performance that does not meet the required standard is described • One example of conflict or incompatibility between different targets or objectives in the workplace is given

<p>Motivating your team to perform</p> <ul style="list-style-type: none"> Briefly describe one of the theories of motivation that you have learnt about and, putting this theory into practical use, describe two things you could do to motivate your team <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> One recognised theory of motivation is briefly described Two things that could be done to motivate own team to improve performance using that theory of motivation is described
<p>Dealing with under-performance from individual team members</p> <ul style="list-style-type: none"> Explain one thing that your organisation expects in terms of the quality and/or quantity of work required from team members Describe two things that could indicate to you that the work of one of your team members is not acceptable (for example complaints from customers, poor time-keeping and missing deadlines etc) What could be causing this unsatisfactory work and what could be done to solve this? <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> One example of an organisation's performance requirements in relation to individual employees is explained Two indicators of underperformance that relate to own team are described The possible causes of under-performance and action they could take to rectify one of these is described
<p>By submitting this assessment you confirm that it is your own work</p>	

MARK SHEET: M2.03 AND M2.03: MINI PROJECT

Centre Number:		Centre Name		
Candidate Registration No		Candidate Named below confirms authenticity of submission NAME:		
Criteria	Strengths	Weaknesses	Assr mark	QA mark
Planning and allocating work <ul style="list-style-type: none"> • One example of a target or objective that the team is working to achieve is given • One organisational policy that is relevant to the work of the team is identified • The way that work is planned or allocated to meet the target or objective selected above is explained • One way of checking that team members understand what work is required of them is described 			/ 25 marks (min 8)	
Monitoring your team's work <ul style="list-style-type: none"> • Two ways to monitor the team's work are listed • One action the team leader could take to rectify performance that does not meet the required standard is described • One example of conflict or incompatibility between different targets or objectives in the workplace is given 			/ 25 marks (min 8)	
Motivating your team to perform <ul style="list-style-type: none"> • One recognised theory of motivation is briefly described • Two things they could do to motivate own team to improve performance using that theory of motivation is described 			/ 25 marks (min 8)	
Dealing with under-performance from individual team members <ul style="list-style-type: none"> • One example of an organisation's performance requirements in relation to individual employees is explained • Two indicators of underperformance that relate to own team are described • The possible causes of under-performance and action they could take to rectify one of these is described 			/ 25 marks (min 8)	
(External) Assessor's Decision		Quality Assurance Use		
Total Marks	Outcome (circle as applicable)	Total Marks	Outcome (circle as applicable)	
Total 50+ overall, AND minimum in each section	PASS FAIL	Total 50+ overall, AND minimum in each section	PASS FAIL	
Section fail if applicable:		Date of QA check:		
Name of Assessor		Name of QA		
Assessor Signature and date		QA Signature and date		

Work Based Assignment: M3.01

Centre Number	Centre Name
Candidate Registration No	Candidate Name
<p>TASK Identify a workplace problem facing you or your team (or a team within another organisation if you are currently unemployed) and examine ways to resolve it.</p> <p><i>For the purposes of this assignment, 'problem' may be interpreted as 'a deviation from the norm' OR 'an improvement opportunity' OR 'a potential or anticipated problem'.</i></p> <p>The 'nominal' word count for this assignment is 1200 words: the suggested range is between 1000 and 2000 words.</p> <p>Check your assignment carefully prior to submission using the assessment criteria.</p>	
<i>Please use the headings shown below when writing up your Assignment</i>	Assessment Criteria
<p>Introduction to your organisation</p> <p>Help the reader to understand the context of the problem by briefly describing your organisation, what it does, and your role within it.</p> <p><i>(min 2 marks required from 5 available)</i></p>	<ul style="list-style-type: none"> • Context of assignment is provided
<p>Present situation (Analysis of the problem)</p> <p>Describe:</p> <ul style="list-style-type: none"> • what the problem is and what may have caused it • its scope (eg how widespread, how often, how much, etc.) • who, how and what it affects in the workplace/team; • what you are trying to achieve by solving the problem; and • what the result would be if no action is taken. <p><i>(min 5 marks required from 15 available)</i></p>	<ul style="list-style-type: none"> • The problem, its nature, scope and impact are described
<p>Investigation and identification of possible solutions to the problem</p> <p>Briefly describe possible solutions to the problem. To do this you must gather and interpret information to identify possible solutions.</p> <p>The information you gather should be <u>fact</u> supported by <u>evidence</u> and not just your opinion.</p> <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> • Information to identify possible solutions to a problem is gathered and interpreted • Briefly summarised the options providing facts and evidence not just opinion
<p>Evaluation of possible solutions</p> <p>Evaluate the possible solutions using simple decision making technique(s) to arrive at the best solution. Your evaluation should include human, material and financial resources.</p> <p>State your chosen solution clearly and concisely.</p> <p><i>(min 10 marks required from 30 available)</i></p>	<ul style="list-style-type: none"> • Used at least one simple decision making technique to evaluate options to arrive at the best solution
<p>Recommended implementation plan to solve problem</p> <p>Provide an action plan for the implementation and communication of the solution. Your action plan should include actions, time-scales and required resources including people.</p> <p>Briefly describe the monitoring and review techniques you could use to evaluate the effectiveness of your chosen solution.</p> <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> • Planned the implementation and communication of the decision • Briefly described which monitoring and review techniques which could be used to evaluate outcomes
<p>By submitting I confirm that this assessment is my own work</p>	

MARK SHEET: M3.01: WORK-BASED ASSIGNMENT

Centre Number		Centre Name		
Candidate Registration No		Candidate Named below confirms authenticity of submission NAME:		
Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Introduction to your organisation <ul style="list-style-type: none"> • Context of assignment is provided 			/ 5 marks (min 2)	
Present situation (Analysis of the problem) <ul style="list-style-type: none"> • The problem, its nature, scope and impact are described 			/ 15 marks (min 5)	
Investigation and identification of possible solutions to the problem <ul style="list-style-type: none"> • Information to identify possible solutions to a problem is gathered and interpreted • Briefly summarised the options providing facts and evidence not just opinion 			/ 25 marks (min 8)	
Evaluation of possible solutions <ul style="list-style-type: none"> • Used at least one simple decision making technique to evaluate options to arrive at the best solution 			/ 30 marks (min 10)	
Recommended implementation plan to solve problem <ul style="list-style-type: none"> • Planned the implementation and communication of the decision • Briefly described which monitoring and review techniques which could be used to evaluate outcomes 			/ 25 marks (min 8)	
(External) Assessor's Decision		Quality Assurance Use		
Total Marks	Outcome (circle as applicable)	Total Marks	Outcome (circle as applicable)	
Total 50+ overall, AND minimum in each section	PASS FAIL	Total 50+ overall, AND minimum in each section	PASS FAIL	

Section fail if applicable:	Date of QA check:
Name of Assessor	Name of QA
Assessor Signature and date	QA Signature and date

Change Management Report: M3.02, M3.03 and M3.04

Centre Number	Centre Name
Candidate Registration No	Candidate Name
<p>TASK</p> <p>Examine factors that may require your organisation to change, and identify a change required in the workplace that will benefit the organisation. If you are not currently working within an organisation, then you may complete this task in relation to an organisation with which you are familiar. This could include experience working in a voluntary capacity.</p> <p>You should discuss the choice of topic and an outline of your submission with your line manager and/or your tutor. The choice of topic must allow you to demonstrate achievement of assessment criteria from the units studied. It should not be a very large or complex topic, but it must offer scope for planning change – perhaps it is a change in working methods, customer service or working relationships.</p> <p>Write a report to your line manager about a change that is needed which could be implemented in the near future. The 'nominal' word count for this assignment is 2000 words: the suggested range is between 1500 and 3000 words.</p>	
<i>Please use the headings shown below when writing up your Report</i>	
	Assessment Criteria
<p>Introduction / Background</p> <p>In order to provide a context, briefly describe your organisation, what it does, and your role within it.</p> <p>Give a few examples of what is measured in your area of work that will determine whether your products or services are acceptable.</p> <p>Briefly explain why quality and continuous improvement are important for your workplace. What would happen in your area of work if quality standards were allowed to slip?</p> <p><i>(min 3 marks required from 10 available)</i></p>	<ul style="list-style-type: none"> • Context for report is provided • The organisation's quality standards are identified • The importance of quality awareness and the need to continuously improve the organisation is explained
<p>Identify a change that is required</p> <p>Carry out a simple SWOT or PESTLE analysis to examine the business environment in which your organisation operates.</p> <p>As a result of your better understanding of the environment, identify one change required in your workplace to make things better.</p> <p>This change could be initiated by you or by someone in higher authority.</p> <p>Explain how the organisation will benefit from this proposed change.</p> <p><i>(min 5 marks required from 15 available)</i></p>	<ul style="list-style-type: none"> • Forces that may require change in the organisation are identified by conducting a simple SWOT and/or PESTLE analysis • An example is given of change required in the workplace reflecting the SWOT and/or PESTLE analysis • The benefits of innovation and change for the organisation are explained
<p>Planning and monitoring the change</p> <p>Prepare an action plan for implementing the change. Your action plan should include objectives that are Specific, Measurable, Acceptable, Realistic and Time-bound. The objectives should be listed in order of priority. The action plan should indicate</p> <ul style="list-style-type: none"> • what has to be done, • who will do it, • when it will be done, • where it will be done; and 	<ul style="list-style-type: none"> • SMART objectives are set, listed in order of priority and appropriate time scales set for their achievement • Objectives are planned using an established time management technique

<ul style="list-style-type: none"> • also what resources will be needed <p>Example of objectives could include things such as reducing cost, speeding up production or minimising waste.</p> <p>In order to ensure that what was planned actually happens, explain how progress would be monitored to ensure the change is achieved.</p> <p><i>(min 10 marks required from 30 available)</i></p>	<ul style="list-style-type: none"> • A technique for planning change within the context of the example given is used • The monitoring technique for any objective is explained
<p>Implications of the change</p> <p>Identify and explain what the proposed change will cost and its financial effects.</p> <p>Identify those who will be affected by the change and explain how this will affect them.</p> <p>What could you do to overcome any objections or resistance to the proposed change?</p> <p><i>(min 8 marks required from 25 available)</i></p>	<ul style="list-style-type: none"> • Relevant human and financial factors in the consideration of change are identified • Possible human and financial effects of change upon people, departments and the organisation is explained • Constraining or limiting factors that could hinder the achievement of any one objective are identified • The barriers to change and innovation in the workplace and practical ways of overcoming these are explained
<p>Communicating and implementing the change</p> <p>Introducing the change will not be the end of the matter. You will have to tell people about the change. Identify and explain:</p> <ul style="list-style-type: none"> • who needs to know about the change • how you will tell them; and • why it is important to tell them <p>Briefly explain how you will continue to improve once the change has been completed. What tool could you use to monitor continuous improvement?</p> <p>Briefly explain how you will involve the team in quality and improvement matters.</p> <p><i>(min 6 marks required from 20 available)</i></p>	<ul style="list-style-type: none"> • Communication with and involvement of people to facilitate effective change are explained • The importance of communication in successful implementation of change is explained • Ways of involving the team in quality and continuous improvement are explained • A continuous improvement tool or technique relevant to the workplace is used • Ways to evaluate continuous improvement activities are discussed
<p>By submitting I confirm that this assessment is my own work</p>	

MARK SHEET: M3.02, M3.03, M3.04: CHANGE MANAGEMENT REPORT

Centre Number		Centre Name		
Candidate Registration No		Candidate Named below confirms authenticity of submission NAME:		
Criteria	CMR Strengths	CMR Weaknesses	Assr mark	QA mark
Introduction / Background <ul style="list-style-type: none"> • Context for report is provided • The organisation's quality standards are identified • The importance of quality awareness and the need to continuously improve the organisation is explained 			/ 10 marks (min 3)	
Identify a change that is required <ul style="list-style-type: none"> • Forces that may require change in the organisation are identified by conducting a simple SWOT and/or PESTLE analysis • An example is given of change required in the workplace reflecting the SWOT and/or PESTLE analysis • The benefits of innovation and change for the organisation are explained 			/ 15 marks (min 5)	
Planning and monitoring the change <ul style="list-style-type: none"> • SMART objectives are set, listed in order of priority and appropriate time scales set for their achievement • Objectives are planned using an established time management technique • A technique for planning change within the context of the example given is used • The monitoring technique for any objective is explained 			/ 30 marks (min 10)	
Implications of the change <ul style="list-style-type: none"> • Relevant human and financial factors in the consideration of change are identified • Possible human and financial effects of change upon people, departments and the organisation is explained • Constraining or limiting factors that could hinder the achievement of any one objective are identified • The barriers to change and innovation in the workplace and practical ways of overcoming these 			/ 25	

are explained			marks (min 8)	
Communicating and implementing the change <ul style="list-style-type: none"> • Communication with and involvement of people to facilitate effective change are explained • The importance of communication in successful implementation of change is explained • Ways of involving the team in quality and continuous improvement are explained • A continuous improvement tool or technique relevant to the workplace is used • Ways to evaluate continuous improvement activities are discussed 			/ 20 marks (min 6)	
(External) Assessor's Decision		Quality Assurance Use		
Total Marks	Outcome (circle as applicable)	Total Marks	Outcome (circle as applicable)	
Total 50+ overall, AND minimum in each section	PASS FAIL	Total 50+ overall, AND minimum in each section	PASS FAIL	
Section fail if applicable:		Date of QA check:		
Name of Assessor		Name of QA		
Assessor Signature and date		QA Signature and date		

Work-based Assignment: M4.01 and M4.02

Centre Number	Centre Name
Candidate Registration No	Candidate Name
<p>TASK</p> <p>This task consists of three sections as follows:</p> <ul style="list-style-type: none"> • The first section is about understanding the way your organisation works and the management role in your organisation • The second section is undertaking research regarding a management issue in your organisation. This should be something that is a problem area or an opportunity for improvement. In order to identify a relevant issue and clarify its focus, you should discuss your topic with your tutor, manager, work colleagues and/or fellow candidates before you undertake the research. • The third section is explaining your research and presenting your findings to a group to test whether your findings are meaningful in terms of the issue that you researched. • The fourth section is a review of the research activity and identifying areas for improvement <p>The word count for this task should be between 2500 and 4000 words.</p>	
<i>Please use the headings shown below when writing up your Assignment</i>	Assessment Criteria
<p>Section 1 - Understanding the management role in your organisation</p> <p>This section is about developing your knowledge and understanding of the way your organisation works and the role of the manager in this organisation. To do this you are required to:</p> <ul style="list-style-type: none"> • Describe your organisation's purpose and its stakeholders to provide the context for your assignment. • Explain your organisation's structure, functional areas and managerial roles. • Describe middle managers' responsibilities in achieving the organisation's goals. • Explain, using appropriate examples, how relationships in your workplace and the ability to communicate can affect managerial performance. • Identify barriers to communication and effective interpersonal relationships in your organisation and devise strategies to overcome these. <p><i>Note:</i> You could include a diagram or chart as an appendix to your document to facilitate understanding of your organisation's structure</p> <p>Now that you have looked at your organisation and the role of its managers, you are required to assess your personal ability as a manager and identify areas for further development. To do this you are required to:</p> <ul style="list-style-type: none"> • Critically assess your own knowledge, skills, personal attributes and behaviour. • Identify areas for personal development to improve your managerial behaviour and actions. 	<ul style="list-style-type: none"> • The organisation's purpose and its stakeholders are described • The organisation's structure, functional areas and managerial roles are explained • The specific responsibilities of middle managers' in enabling the organisation to achieve its goals is described • The effect of interpersonal relationships and communication skills on managerial performance is explained • The barriers to communications and effective interpersonal relationships in the organisation are identified and strategies devised to overcome these • Own knowledge, skills, personal attributes and behaviour and their effect on own managerial ability is critically assessed • Areas for personal development to improve own managerial behaviour

<p>Plan and set priorities for your future development.</p> <p><i>(min 10 marks required from 30 available)</i></p>	<p>are identified</p> <ul style="list-style-type: none"> • Priorities are planned and set for future development
<p>Section 2 - Undertake a research activity within your organisation</p> <p>In conjunction with your line manager or tutor, identify a management issue in your organisation that is a problem area or an opportunity for improvement. You will need to clearly explain the scope and impact of this issue before commencing your research and briefly describe your research methodology</p> <p>You are required to gather secondary data from a wide range of sources. Check that your data is valid (from a reliable source and accurate) and relevant to the issue that you are researching. Analyse the data, make deductions and draw appropriate conclusions.</p> <p>Ensure that you reference your sources appropriately.</p> <p><i>(min 13 marks required from 40 available)</i></p>	<ul style="list-style-type: none"> • A research topic relevant to the organisation is identified and agreed with the manager and/or tutor • The research methodology is briefly described • Secondary data is gathered from a wide range of academic, official and commercial sources in both print and electronic media • Information is analysed to judge its relevance and validity and deductions are made and conclusions drawn • The sources are acknowledged
<p>Section 3 - Lead a group discussion about your research findings</p> <p>Lead a group discussion, briefly explaining your findings to the group. (Keep notes of your input and comments from others and attach these to your assignment.)</p> <p><i>Notes:</i></p> <ul style="list-style-type: none"> • <i>The discussion can be fairly informal. The reason for the discussion is to test the validity of your findings</i> • <i>The group should be big enough to facilitate discussion/debate, but small enough to be efficient in terms of the use of time</i> <p><i>(min 5 marks required from 15 available)</i></p>	<ul style="list-style-type: none"> • Findings are presented and a group/seminar discussion is led about the research and the outcomes of the discussion briefly summarised • Participated actively in a group discussion
<p>Section 4 – Review</p> <p>Review how well you planned and conducted the research activity and identify areas for improvement</p> <p><i>Note: Things you should consider here are:</i></p> <ul style="list-style-type: none"> • <i>What worked well</i> • <i>What did not work well</i> • <i>What could you do differently next time</i> <p><i>(min 5 marks required from 15 available)</i></p>	<ul style="list-style-type: none"> • Reviewed how well they planned and conducted the research activity and identified areas for improvement
<p>By submitting I confirm that this assessment is my own work</p>	

MARK SHEET: WORK BASED ASSIGNMENT (M4.01 and M4.02)

Centre Number		Centre Name		
Candidate Registration No		Candidate Named below confirms authenticity of submission NAME:		
Criteria	WBA Strengths	WBA Weaknesses	Assr mark	QA mark
<p>Section 1 - Understanding the management role in your organisation</p> <ul style="list-style-type: none"> • The organisation's purpose and its stakeholders are described • The organisation's structure, functional areas and managerial roles are explained • The specific responsibilities of middle managers' in enabling the organisation to achieve its goals is described • The effect of interpersonal relationships and communication skills on managerial performance is explained • The barriers to communications and effective interpersonal relationships in the organisation are identified and strategies devised to overcome these • Own knowledge, skills, personal attributes and behaviour and their effect on own managerial ability is critically assessed • Areas for personal development to improve own managerial behaviour are identified • Priorities are planned and set for future development 			/ 30 marks (min10)	
<p>Section 2 - Undertake a research activity within your organisation</p> <ul style="list-style-type: none"> • A research topic relevant to the organisation is identified and agreed with the manager and/or tutor • The research methodology is briefly described • Secondary data is gathered from a wide range of academic, official and commercial sources in both print and electronic media • Information is analysed to judge its relevance and validity and deductions are made and conclusions drawn • The sources are acknowledged 			/ 40 marks (min 13)	
<p>Section 3 - Lead a group discussion about your research findings</p>				

<ul style="list-style-type: none"> Findings are presented and a group/seminar discussion is led about the research and the outcomes of the discussion briefly summarised Participated actively in a group discussion 			/ 15 marks (min 5)	
Section 4 – Review <ul style="list-style-type: none"> Reviewed how well they planned and conducted the research activity and identified areas for improvement 			/ 15 marks (min 5)	
(External) Assessor's Decision		Quality Assurance Use		
Total Marks	Outcome (circle as applicable)	Total Marks	Outcome (circle as applicable)	
Total 50+ overall, AND minimum in each section	PASS FAIL	Total 50+ overall, AND minimum in each section	PASS FAIL	
Section fail if applicable:		Date of QA check:		
Name of Assessor		Name of QA		
Assessor Signature and date		QA Signature and date		