

nqual.

Level 5

Diploma in Leadership & Management

(610/5049/0)



Specification Pack

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ABOUT NQUAL

NQual provides high-quality vocational and occupational qualifications designed to meet the needs of learners and employers.

At NQual we are committed to certificating current and relevant qualifications that meet the demands of today's ever-changing industries. Our dedication to staying at the forefront of knowledge ensures that our qualifications reflect the latest trends in your field of interest.

QUALIFICATION SPECIFICATION

Qualification Specifications are used to inform and guide centres to deliver the qualification set out within this document. Information within this specification includes a qualification overview, unit breakdowns, assessment guidance and learning outcomes.

Alongside the specification, you will also find a qualification 'Fact Sheet'. These are used as handy tools to provide an overview of the qualifications.

QUALIFICATION INFORMATION

The NQual Level 5 Diploma in Leadership and Management is regulated by Ofqual.

Qualification number: 610/5049/0

Overview

The NQual Level 5 Diploma in Leadership and Management is designed to provide learners with the knowledge, skills and understanding needed to lead and manage teams within a department.

The purpose of this qualification is to allow individuals to work in a leadership and management. The units specified within this document cover a variety of areas relevant to the sector, including, principles of leadership, management, coaching and mentoring. It also covers how to manage conflict, projects, change, risk, finance and resource planning.

Entry Requirements

Minimum age: 18

Learners should have or be working towards a minimum of level 2 in literacy and numeracy or equivalent.

Unit Guidance

Learners must achieve all mandatory units. The total credit value for this qualification is 37.

Mandatory Units

Unit Reference	Title	Level	GLH	Credit Value
D/651/4048	Principles of Leadership and Management	5	48	6
F/651/4049	Principles of Delivering Coaching and Mentoring	5	40	5
K/651/4050	Managing Performance	5	24	3
L/651/4051	Managing Conflict	5	24	3
M/651/4052	Project Management For Leaders	5	48	6
R/651/4053	Change Management	5	32	4
T/651/4054	Risk Management	5	24	3
Y/651/4055	Managing Finance	5	24	3
A/651/4056	Leading and Managing People	5	32	4

Guided Learning Hours

These hours are made up of contact time, guidance or supervision from course tutors, trainers, or training providers. The Guided Learning Hours for this qualification is 296.

Total Qualification Time

This is an estimate of the total length of time it is expected that a learner will typically take to achieve and demonstrate the level of understanding required for the award of this qualification. This includes the Guided Learning Hours and time spent completing the independent study.

The Total Qualification Time for this qualification is 370.

Delivery Options

NQual allows qualifications to be delivered both online and face-to-face. Please check the additional requirements with your Centre EQA if delivering qualifications online.

Grading and Assessment

Assessment is used to measure a learner's skill, knowledge, experience and understanding against the criteria set out in this qualification. This qualification is internally assessed, internally quality assured and externally quality assured.

Approved Centre

To deliver any NQual qualification, each centre must be approved by NQual and meet the qualification approval criteria. The recognition process requires centres to implement policies and procedures to protect learners when undergoing NQual qualifications.

Approved centres must seek approval for each qualification they wish to offer.

The approval process requires centres to demonstrate that they have the resources, including staff, and processes in place to deliver and assess the qualification.

Once approved to offer this qualification, centres must register learners before any assessment takes place. Centres must follow NQual's procedures for registering learners.

Support From NQual

NQual support all new and existing approved centres. We respond to all communication within 48 hours and hold regular information webinars. If you would like to book our next webinar, please visit the 'News & Events' section on our website.

Initial Assessment

It is part of the enrolment process by the approved centre to complete an initial assessment. Approved centres must ensure everyone undertaking an NQual qualification complete some form of initial assessment. This will be used to inform the tutor/trainer of current knowledge and understanding.

Reasonable Adjustment

NQual is committed to providing fair and reasonable adjustments for learners to help reduce the effect of a disability or difficulty that places the learners at a disadvantage during an assessment. For more information on Reasonable Adjustments, please see our Reasonable Adjustments and Fair Access Policy.

Responsibilities:

Tutor/Trainer

Tutors/Trainers who deliver NQual qualifications must possess a teaching qualification appropriate for the level they are delivering. Examples of these can include:

- Cert Ed/PGCE/B Ed/M Ed
- PTLLS/CTLLS/DTLLS
- Level 3 Award/4 Certificate/5 Diploma in Education and Training
- Qualification or extensive experience at the same level or above, the qualification you are delivering

Assessor

- Level 3 Certificate in Assessing Vocational Achievement
- A1 Assessor Course
- D32, D33 Assessors units
- Qualification or extensive experience at the same level or above, the qualification you are quality assuring

Internal Quality Assurer

Centre staff who complete Internal Quality Assurance for NQual qualification must possess or be working towards a relevant qualification. Examples of these can include:

- Level 4 Award in the Internal Quality Assurance of Assessment Processes and Practice
- Level 4 Certificate in Leading the Internal Quality Assurance of Assessment Processes and Practice
- V1 Conduct internal quality assurance of the assessment process
- D34 Internally verify the assessment process
- Qualification or extensive experience at the same level or above, the qualification you are quality assuring

MANDATORY UNITS

Unit Breakdown: NQual Level 5 Diploma in Leadership and Management

Learners must complete all mandatory units for this qualification.

Unit: Principles of Leadership and Management

Unit Code: D/651/4048

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand the differences between leadership and management	1.1 Assess the difference between management and leadership 1.2 Explain the impact of styles of management and leadership for individual team members 1.3 Discuss the influence of culture and values on management and leadership styles 1.4 Evaluate how management and leadership styles can be adapted in different situations
2. Understand the knowledge, skills and behaviours to be effective in a management and leadership role	2.1 Assess the knowledge and skills required for a management and leadership role 2.2 Evaluate the factors that impact the selection of communication techniques required to be effective in a management and leadership role 2.3 Analyse the behaviours required to be effective in a management and leadership role 2.4 Explain how a leader can support building a culture of mutual trust, respect and support with teams.
3. Understand the external factors which impact a leader within an organisation	3.1 Explain the purpose of an organisation's mission, vision and goals. 3.2 Describe the organisational structures 3.3 Discuss the impact of organisational values and ethics on management decision-making 3.4 Carry out a PESTLE, considering external factors that may impact the organisation

Unit Summary

This unit introduces the fundamental concepts of leadership and management, exploring the key differences and similarities between the two. Learners will develop an understanding of the various leadership styles and their application in different situations.

Unit Guidance**LO3**

PESTLE: Political, Environment, Social, Technology, Local, Economic Factors

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Written answers
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Principles of Delivering Coaching and Mentoring

Unit Code: F/651/4049

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand the role and purpose of coaching and mentoring within an organisation	1.1 Explain the similarities and differences between coaching and mentoring 1.2 Evaluate the purpose of coaching and mentoring for individuals, teams and the organisation 1.3 Analyse the skills and competencies of an effective coach and mentor
2. Understand the use of models and techniques used in coaching and mentoring	2.1 Describe models used for coaching and mentoring individuals and teams in the workplace 2.2 Explain the benefits of using different models in different situations. 2.3 Describe questioning techniques used in coaching and mentoring 2.4 Explain active listening 2.5 Analyse models and techniques used within coaching and mentoring. 2.6 Evaluate the use of SMART goal setting
3. Understand the impact coaching and mentoring can have on organisation performance.	3.1 Assess the challenges faced in the delivery of coaching and mentoring 3.2 Discuss strategies to evaluate the impact of coaching and mentoring on individuals and the organisation 3.3 Explain how to demonstrate Return on Investment for the organisation

Unit Summary

This unit explores the theory and practice of coaching and mentoring, two essential tools for personal and professional development. Learners will delve into the key principles and techniques of effective coaching and mentoring.

Unit Guidance

LO2

Models: Describe at least 3 models, CLEAR, GROW, STEPPA, OSKAR. *This is not an exhaustive list.*

Questioning Techniques: Describe at least 3 questioning techniques, Open, Closed, Probing, and Funnelling. *This is not an exhaustive list.*

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Written answers
- Coaching Session Notes
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Managing Performance

Unit Code: K/651/4050

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand the reason for managing performance within organisations	1.1 Explain the reason for managing performance within organisations
2. Understand Frameworks, diagnostic and evaluation tools used for performance management	2.1 Examine the impact of legal and organisational Frameworks on performance management 2.2 Evaluate the diagnostic and evaluation tools which support performance management 2.3 Explain the performance management cycle
3. Know how to manage performance	3.1 Discuss good practice principles for managing performance 3.2 Examine the use of formal processes for managing performance 3.3 Analyse the relationship between signs and causes of underperformance 3.4 Evaluate approaches to respond to challenges when managing underperformance 3.5 Recommend techniques for developing and managing individuals who exceed expectations

Unit Summary

This unit focuses on the principles and practices of managing performance, a key aspect of organisation success. Learners will explore the stages of the performance management cycle, including performance planning, ongoing feedback, performance review, and performance improvement.

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Performance Reviews
- Written answers
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Managing Conflict

Unit Code: L/651/4051

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand the types, causes, stages and impact of conflict within organisations	1.1 Explain types and causes of conflict within organisations 1.2 Analyse the stages of conflict 1.3 Assess the impact of conflict on an organisation
2. Understand how to investigate conflict situations in the workplace	2.1 Discuss processes for investigating conflict situations in the workplace
3. Understand approaches, techniques, knowledge, skills and behaviours for managing conflict	3.1 Analyse the knowledge, skills and behaviours required to manage conflict effectively 3.2 Evaluate the use of approaches and techniques to resolve conflict including; - Negotiation - Mediation

Unit Summary

This unit explores the nature of conflict, its causes, and its impact on individuals and organisations. Learners will develop an understanding of different conflict resolution techniques.

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Written answers
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Project Management for Leaders

Unit Code: M/651/4052

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand project lifecycle, project tools and techniques	1.1 Explain the stages of a project lifecycle 1.2 Evaluate the roles of people involved in a project 1.3 Evaluate the advantages and limitations of different project planning techniques 1.4 Evaluate the benefits of risk management in identifying ways of reducing risk 1.5 Evaluate problem-solving and decision-making techniques
2. Be able to use project tools and techniques	2.1 Use appropriate tools to implement a project 2.2 Use risk management techniques 2.3 Communicate risk to key stakeholders 2.4 Use project scheduling tools 2.5 Use decision-making techniques when implementing your project
3. Be able to lead a project	3.1 Allocate resources in accordance with the project plan 3.2 Brief project team members on their roles and responsibilities 3.3 Implement plans within agreed budgets and timescales 3.4 Communicate the requirements of the plans to those who will be affected 3.5 Adhere to organisational policies and procedures, legal and ethical requirements when managing a project
4. Be able to evaluate the effectiveness of a project	4.1 Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources 4.2 Evaluate the effectiveness of capturing and managing project-related knowledge 4.3 Report on the effectiveness of plans 4.4 Demonstrate Return on Investment to the organisation

Unit Summary

This unit provides learners with the understanding and skills to plan and deliver a project using different project management techniques.

Unit Guidance

LO1

Project Lifecycle: A project lifecycle is a series of stages that a project goes through from start to completion, this provides structure to a project.

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Written answers
- Project Written Report
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Change Management

Unit Code: R/651/4053

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand the reasons for change in organisations	1.1 Analyse the environmental Factors which influence change in organisations 1.2 Analyse the internal Factors that drive the need for change in organisations 1.3 Evaluate the potential impact of change in organisations
2. Understand approaches to change management	2.1 Evaluate the use of theoretical models for managing change 2.2 Analyse the role of leadership in gaining the commitment of others to change 2.3 Specify reasons for engaging with stakeholders throughout the change management process
3. Be able to initiate, plan and manage change in an organisation	3.1 Communicate the reason for change within an organisation 3.2 Develop a plan for change within an organisation 3.3 Examine tools for implementing and monitoring change 3.4 Recommend approaches to overcome risks and barriers to change 3.5 Develop strategies for communicating planned change to stakeholders 3.6 Assess practical methods to support individuals throughout the change management process 3.7 Analyse methods for monitoring and measuring the impact of planned change 3.8 Discuss approaches to embed and sustain planned change in an organisation

Unit Summary

This unit introduces the concept of change management and its importance in today's business environment. The unit will also cover key change management models and Frameworks, such as Lewin's Change Model and Kotter's 8-Step Change Model.

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Change Plan
- Written answers
- Project Written Report
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Risk Management

Unit Code: T/651/4054

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand organisation risk management	1.1 Evaluate organisation risks in relation to the organisation, its customers and suppliers 1.2 Analyse the governance of risk within organisations 1.3 Examine categories of risk used within different organisational settings 1.4 Analyse organisational methods for managing and quantifying risk
2. Understand the process for managing organisational risk	2.1 Explain the processes for identifying, assessing and ranking risks 2.2 Analyse the process for managing a risk 2.3 Examine approaches for mitigating a risk 2.4 Analyse methods for implementing continuous risk management 2.5 Assess methods for reporting identified risks to stakeholders

Unit Summary

This unit explores the concept of risk management and its importance in mitigating potential threats to an organisation. Learners will develop an understanding of the risk management process.

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Risk Management Plan
- Written answers
- Project Written Report
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Managing Finance

Unit Code: Y/651/4055

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Understand Finance within organisations	1.1 Analyse the relationship between the Financial Function and other Functional areas within organisations 1.2 Evaluate the impact of Financial objectives on decision making within organisations 1.3 Analyse the impact of organisational and regulatory Frameworks on an organisation's approach to Financial management 1.4 Analyse the challenges organisations Face accessing Finance 1.5 Explain key Finance terminology
2. Understand how to set and manage budgets	2.1 Differentiate between budget setting and Financial Forecasting 2.2 Evaluate budget setting approaches used by organisations 2.3 Formulate and justify a budget for an area of management responsibility 2.4 Analyse the Factors that impact on budget management 2.5 Specify corrective actions to be taken in response to budgetary variance 2.6 Discuss reporting procedures for authorising corrective actions to a budget

Unit Summary

This unit explores the Fundamental principles of Financial management, including Financial planning and budgeting. Learners will develop an understanding of key Financial concepts such as revenue, expenses, profit and loss, and cash flow.

Unit Guidance

LO1

Finance Terminology: Revenue, Expenses, Profit and Loss and Cash Flow

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Budget Plan
- Written answers
- Project Written Report
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts

Unit: Leading and Managing People

Unit Code: A/651/4056

Learning Outcomes <i>To achieve this unit a learner must be able to:</i>	Assessment Criteria <i>Assessment of these outcomes demonstrates a learner can:</i>
1. Be able to demonstrate effective leadership and management techniques	1.1 Demonstrate a known leadership style 1.2 Effectively delegate activities in line with organisation expectations 1.3 Demonstrate positive leadership behaviours that support respect and trust with individuals
2. Be able to communicate effectively	2.1 Demonstrate effective communication to a range of stakeholders 2.2 Use a range of communication methods to present information 2.3 Demonstrate effective conflict management
3. Be able to support individuals using coaching and mentoring techniques.	3.1 Discuss the benefits of coaching and mentoring with individuals 3.2 Demonstrate the use of coaching and mentoring models and techniques 3.3 Use different questioning techniques when coaching and mentoring 3.4 Set actions with the individual to support goals
4. Be able to manage performance of team members	4.1 Demonstrate performance management in line with organisation policy 4.2 Give Feedback to individuals to support performance 4.3 Communicate positive performance with team members 4.4 Demonstrate use of motivation techniques
5. Be able to build effective relationships within the organisation	5.1 Demonstrate the ability to build trust within your team and across the organisation 5.2 Work collaboratively with internal and external stakeholders as per organisation policy and procedure 5.3 Seek advice from specialist individuals when required 5.4 Work effectively as part of a team, contributing positively to group goals

Unit Summary

This unit explores the essential skills required to effectively lead and manage people. Learners will develop an understanding of key leadership theories and styles, as well as the importance of effective communication and motivation.

Assessment Requirements

Portfolio evidence can include, but is not limited to:

- Professional Discussion and/or Q&A records
- Written answers
- PowerPoint Presentations
- Witness Statements
- Reflective Accounts



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