



## INSTITUTE OF LEADERSHIP & MANAGEMENT LEVEL 7 – Diploma in Executive Management

This course, which leads to a nationally recognised qualification, aims to give practising and potential senior managers the foundation for their formal development by assisting delegates to obtain both the knowledge and skills required at a senior management level. The course considers policy and procedures and how they translate to operational management. Participants will derive most benefit from the programme if they have some prior experience of management – usually at a middle management level, and must have previously studied aspects of management, although a formal management qualification is not essential.

Successful completion of the ILM Level 7 Diploma in Executive Management will allow access to many university MBA programmes.

DAY	TOPIC	SUMMARISED CONTENT	
1	<b>Induction + Introduction to the course</b>	<ul style="list-style-type: none"><li>▪ Study skills</li><li>▪ Research Methods – practical application</li><li>▪ Referencing techniques</li><li>▪ ILM Introduction &amp; Induction</li><li>▪ Course overview</li></ul>	
2 & 3	<b>Developing the Executive Manager</b>	<ul style="list-style-type: none"><li>▪ Improve own managerial practice</li><li>▪ Collect &amp; analyse feedback from appraisal/performance management systems</li><li>▪ Critically evaluate own management performance, use this to identify own strengths and areas for improvement</li><li>▪ Development of management theory (e.g. HR, contingency systems, quality improvement &amp; excellence etc)</li><li>▪ Authority, power and responsibility</li><li>▪ Techniques for collecting feedback on performance.</li><li>▪ Case studies of management performance</li></ul>	



4, 5 & 6	<b>Developing and Implementing Corporate Policy &amp; Strategy</b>	<ul style="list-style-type: none"> <li>▪ Reviewing the Organisational Performance</li> <li>▪ Vision, values and stakeholders</li> <li>▪ Organisational reviews and decision making</li> <li>▪ Developing and implementing corporate policies and strategies – identifying and evaluating strategic options.</li> <li>▪ Systems and procedures for monitoring and controlling policy and strategy implementation.</li> <li>▪ Benchmarking, balance score card and other strategic planning tools.</li> <li>▪ Competitor analysis</li> <li>▪ Models and techniques to assist strategic planning</li> </ul>	
7 & 8	<b>Optimising use of resources (Capacity and Finance)</b>	<ul style="list-style-type: none"> <li>▪ Range of resources employed (labour, property/facilities, equipment, vehicles, materials, etc) and relevant measures of capacity and utilisation</li> <li>▪ Resource-based theory of the firm and theory of core competences</li> <li>▪ Methods of resource acquisition and disposal (investment/divestment; recruitment/redundancy, sub-contracting, PFI, lease/purchase; takeover and merger/de-merger, etc), their strengths and weaknesses from a legal, ethical, financial and operational perspective</li> <li>▪ Presenting a rationale and business case for changes in resource capacity and utilisation</li> <li>▪ Interpreting financial statements and key ratio analysis.</li> </ul>	
9 & 10	<b>Developing excellence in operations</b>	<ul style="list-style-type: none"> <li>▪ Investigate existing and potential customers, service users, sponsors, competitors etc., and analysing trends in behaviour or performance.</li> <li>▪ Capability analysis to meet current and future needs</li> <li>▪ Examine and identify models of operational excellence, innovation and best practice</li> <li>▪ Influencing and persuasiveness skills</li> <li>▪ Means of identifying potential customers</li> <li>▪ Current and future levels of demand – time series, regression analysis, life cycle, market research etc.</li> <li>▪ Key performance indicators and identifying options to measure performance and drive improvement.</li> </ul>	



11 & 12	<b>Promoting organisational Commitment to Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>▪ Identifying standards for best practice and performance of sector leaders in satisfying customers</li> <li>▪ Customer segmentation and market penetration</li> <li>▪ Monitoring customer satisfaction techniques and Critically review the organisation's ability to meet and exceed customer expectations both internal and external customers.</li> <li>▪ Threshold resources and understanding strengths and weaknesses in the customer experience</li> <li>▪ Customer records, confidentiality, data protection issues</li> <li>▪ Negotiation skills to agree requirements</li> <li>▪ Customer service standards and analysing and identifying suitable customer complaint procedures.</li> </ul>	
13	<b>Team and Leadership Activity Day + tutorial</b>	<ul style="list-style-type: none"> <li>▪ Leadership challenges – what's your style?</li> <li>▪ Emotional intelligence application, planning, use of time, budgets etc., combined into case study to demonstrate key themes on the course</li> <li>▪ Myers Briggs team map</li> <li>▪ Tutorial time</li> </ul>	
14 & 15	<b>Making Informed Decisions</b>	<ul style="list-style-type: none"> <li>▪ Techniques for information gathering and analysis to inform management decisions.</li> <li>▪ Significance of uncertainty and insufficiency and the use of heuristics</li> <li>▪ Optimising decision making strategies using statistical analysis and quantitative and qualitative data – probability, time series categorising, annotating, summarising etc.</li> <li>▪ Identifying strengths and weaknesses in methods of decision making and own style of decision making</li> <li>▪ Context in which alternative decision making methods may be used.</li> </ul>	



16, 17 & 18	<b>Strategic Management of Human Resources</b>	<ul style="list-style-type: none"> <li>▪ Effective HR resource planning and employment strategies (part time flexible working, subcontracting etc</li> <li>▪ Recruitment and selection in practice</li> <li>▪ Legal requirements in respect of recruitment, selection, discipline, redundancy, retirement, dismissal, succession planning and redeployment.</li> <li>▪ Welfare and counselling</li> <li>▪ Developing a learning organisation and a culture which supports this</li> <li>▪ Developing and encouraging a training needs policy, system and process.</li> <li>▪ Government policies and incentives for training and development</li> <li>▪ Modes and methods of training including funding streams</li> <li>▪ Best practice in HRM/HRD policy and practice</li> <li>▪ The role of communications in implementing strategies</li> </ul>	
19 & 20	<b>Leading Change in Organisations</b>	<ul style="list-style-type: none"> <li>▪ Review and identify causes, strategies and effects of change on the organisation including internal and external pressures</li> <li>▪ Tools, models and concepts in assessing organisational change capability</li> <li>▪ The human aspects of change and how to shape relationships, attitudes, values and culture towards positive results</li> <li>▪ Alternative leadership models to support strategic change</li> <li>▪ Evaluating the change process</li> <li>▪ Continuous, breakthrough, incremental and process engineering change</li> <li>▪ Creativity and innovation</li> <li>▪ Techniques and processes to help to overcome barriers to change.</li> </ul>	
21	<b>Tutorial</b>	<ul style="list-style-type: none"> <li>▪ Help and support will be available for delegates to discuss progress to date on their assessed components</li> </ul>	
22	<b>Presentations Day</b>	<ul style="list-style-type: none"> <li>▪ Course review and individual reflective presentation</li> </ul>	

**Venue : Challenge Consulting, Nottingham**

**Assessment : 6 assessed pieces which consist of interview, report, reflective review, presentation or combination thereof.**

**Cost per delegate £2,600 + VAT inclusive of registration fees, registration as student member with ILM, Leadership away day fee, and Myers Briggs Analysis.**