

ILM Level 4 Award in Leadership and Management

Course Timetable & Content

Unit of Study: Delegating authority in the workplace		Dates 6 th , 13 th , 20 th & 27 th Jan 2022 (6.30pm – 8.30pm)
<p>Understand the benefits of delegation:</p> <ul style="list-style-type: none"> ▪ Advantages and disadvantages of delegation ▪ Principles of effective delegation ▪ Delegating to empower others ▪ Levels of delegation ▪ Requirements of delegation and requirements of empowerment ▪ Constraints and benefits of empowerment ▪ The importance of making effective and efficient use of people's knowledge and skills, and how to achieve this ▪ Definitions of authority and power, responsibility and accountability 	<p>Be able to delegate effectively in the workplace:</p> <ul style="list-style-type: none"> ▪ Techniques for deciding the most appropriate individual to undertake the activity ▪ Process of delegation including barriers and support mechanisms 	<p>Be able to improve own ability to delegate and empower others:</p> <ul style="list-style-type: none"> ▪ Techniques to monitor outcomes of delegation ▪ Feedback, recognition and reward techniques ▪ Review of own effectiveness in delegating tasks ▪ Identifying actions that could improve ability to delegate

Unit of Study: Motivating people in the workplace		Dates 4 th , 11 th , 28 th Feb & 3 rd , 10 th & 17 th March 2022 (6.30pm – 8.30pm)
<p>Understand the factors that may affect performance and motivation in the workplace</p> <ul style="list-style-type: none"> ▪ Theories of motivation, including 'Content' and 'Process' theories, and their application to teams and individuals ▪ Factors that affect performance and motivation (individual differences/needs, manager behaviour, the job and organisational context etc) ▪ Assumptions about human behaviour and the limitations of traditional theories of motivation ▪ Styles and patterns of behaviour at work ▪ Individual motivation and team motivation and potential conflicts between the two ▪ Incentive systems and the impact on performance 	<p>Be able to improve levels of motivation and increase performance in the workplace</p> <ul style="list-style-type: none"> ▪ Theories of motivation and their application to teams and individuals ▪ Understanding how individuals and teams are motivated ▪ Tools and techniques for the identification of different motivational needs ▪ Range of techniques to motivate individuals and monitor performance ▪ Positive approaches to offset negative attitudes in the workplace ▪ Measures for evaluating performance such as productivity, quality, cost, time 	