



Level 4 Diploma in
MANAGEMENT AND LEADERSHIP

Evidence Logbook

Qualification recognition number: 601/5872/4

Qualification Reference: L4DML

www.futurequals.com

This document is copyright under the Berne Convention. All rights are reserved. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the Copyright, Designs and Patents Act 1998, no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, electrical, chemical, mechanical, optical, photocopying, recording or otherwise, without prior written permission of the copyright owner. Enquiries should be addressed to Future Awards and Qualifications.

Copyright © Future (Awards and Qualifications) Ltd 2017

Assessment Principles

1. Assessment Principles

1.1 Assessment decisions for competence based learning outcomes (e.g. those beginning with 'to be able to') must be made in a real work environment by an occupationally competent assessor. Any knowledge evidence integral to these learning outcomes may be generated outside of the work environment but the final assessment decision must be within the real work environment.

1.2 Assessment decisions for competence based learning outcomes must be made by an assessor qualified to make assessment decisions.

1.3 Competence based assessment must include direct observation as the main source of evidence.

1.4 Simulation may only be utilised as an assessment method for competence based learning outcomes if specified in the assessment requirements of the component.

1.5 Expert witnesses can be used for direct observation if they have occupational expertise for specialist areas or, if the observation is of a particularly sensitive nature. The use of expert witnesses should be determined and agreed by the assessor.

1.6 Assessment of knowledge based learning outcomes (e.g. those beginning with 'know' or 'understand') may take place in or outside of a real work environment.

1.7 Assessment decisions for knowledge based learning outcomes must be made by an occupationally knowledgeable assessor.

1.8 Assessment decisions for knowledge based learning outcomes must be made by an assessor qualified to make assessment decisions. Where assessment is electronic or undertaken according to a set grid, the assessment decisions are made by the person who has set the answers.

2. Internal Quality Assurance

2.1 Internal quality assurance is key to ensuring that the assessment of evidence for component is of a consistent and appropriate quality. Those carrying out internal quality assurance must be occupationally knowledgeable in the area they are assuring and be qualified to make quality assurance decisions.

3. Definitions

3.1 Occupationally competent:

This means that each assessor must be capable of carrying out the full requirements within the competency components they are assessing. Being occupationally competent means they are also occupationally knowledgeable. This occupational competence should be maintained annually through clearly demonstrable continued learning and professional development.

3.2 Occupationally knowledgeable:

This means that each assessor should possess relevant knowledge and understanding and be able to assess this in components designed to test knowledge and understanding. This occupational

knowledge should be maintained annually through clearly demonstrable continued learning and professional development.

3.3 Qualified to make assessment decisions:

This means that each assessor must hold a qualification suitable to support the making of appropriate and consistent assessment decisions. Awarding organisations will determine what qualifies those making assessment decisions according to the competency components under assessment. In any case of significant uncertainty, the Sector Skills Council will be consulted.

3.4 Qualified to make quality assurance decisions:

Awarding organisations will determine what qualifies an assessor undertaking internal quality assurance to make decisions about quality assurance.

3.5 Expert witness:

An expert witness must:

- have a working knowledge of the components on which their expertise is based
- be occupationally competent in their area of expertise
- have EITHER any qualification in assessment of workplace performance OR a professional work role which involves evaluating the everyday practice of staff

Evidence Requirements for the Level 4 Diploma in Management and Leadership

You must meet all the learning outcomes and assessment criteria identified in each component to achieve the full component. Evidence should be developed over a period of time using diverse assessment methods.

How Your Evidence is Checked

After your Assessor has assessed your work, another member of staff - the Internal Quality Assurer - will review it. An External Quality Assurer from Future (Awards and Qualifications) will visit your assessment centre.

Certificate Claims

Once you've built up your portfolio of evidence, your assessor will sign off your component declaration and present your portfolio to the Internal Quality Assurer. Once the portfolio has passed the internal quality assurance process, the centre can claim your certificate.

This page is intentionally left blank

Component 1: Principles of building respectful and productive working relationships in organisations

Component Reference Number: H/506/4454

Level: 4

Credit: 7

GL: 23

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Understand the use of communication in creating effective working relationships.			
1.1 Explain the principles of effective communications in the workplace.			
1.2 Assess the impact of ineffective communications on working relationships and performance standards.			
1.3 Explain the importance of giving and receiving constructive feedback to colleagues in the workplace.			
2 Understand the practices of conflict resolution and conflict management in the workplace.			
2.1 Analyse the sources of conflict in the workplace.			
2.2 Compare the concepts of conflict resolution and conflict management.			
2.3 Analyse techniques that may be used to manage and resolve conflict in the workplace.			
3 Understand how to create a fair, supportive and rewarding working environment			
3.1 Assess the impact of Equality legislation on management practices.			
3.2 Assess the value of diversity in the workplace.			
3.3 Evaluate techniques for promoting equality and			

diversity in the work environment.			
3.4 Evaluate different methods of recognising achievement in the work environment.			
3.5 Explain the importance of recognising achievement in the work environment.			
3.6 Describe qualitative information and quantitative data that can be used to evaluate staff wellbeing.			
3.7 Evaluate initiatives that may be implemented to improve staff wellbeing.			
3.8 Evaluate different methods of developing a learning and innovation culture in an organisation.			
3.9 Assess the value of a learning and innovation culture to organisational performance.			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Component 2: Managing personal and professional development

Component Reference Number: Y/506/4452

Level: 4

Credit: 6

GL: 20

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Understand the factors which influence the need for personal and professional development.			
1.1 Analyse trends and developments in management that influence the need for professional development.			
1.2 Explain the importance of own values, career and personal goals in planning professional development.			
1.3 Analyse how changes in the work environment impact on the requirement for professional and personal development.			
1.4 Assess the benefits of planning own professional development.			
2 Understand how to plan for personal and professional development.			
2.1 Assess the value of professional networks and professional bodies in professional development.			
2.2 Describe how to develop an effective personal professional development plan.			
2.3 Explain the different learning styles and how they contribute to personal development planning.			

2.4 Explain how development activities are prioritized for personal and professional development.			
2.5 Assess the effectiveness of different development activities in improving personal performance.			
3 Understand how to implement and monitor a personal professional development plan.			
3.1 Explain how to implement a personal development plan.			
3.2 Assess the value of constructive feedback in implementing and monitoring the development plan.			
3.3 Explain how to monitor personal development and progression against objectives.			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Component 3: Principles of management and leadership in organisations

Component Reference Number: L/506/4478

Level: 6

Credit: 4

GL: 20

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Understand the concept of leadership in organisations.			
1.1 Compare the different levels of leadership in organisations.			
1.2 Compare the concepts of assigned leadership and emergent leadership.			
1.3 Distinguish between responsibility and accountability in leadership.			
1.4 Analyse the relationship between organisational vision, values and goals and leadership.			
2 Understand the development of managerial effectiveness in organisations.			
2.1 Describe the skills, attitudes and behaviours of effective leaders.			
2.2 Analyse different models and styles of leadership used in organisations.			
2.3 Analyse the practices of effective leaders and managers.			
2.4 Evaluate the role of delegation and empowerment in managerial effectiveness.			
2.5 Assess the impact of organisational structure,			

culture and climate on managerial effectiveness.			
3 Understand the principles and practices of managing the performance of individuals in organisations.			
3.1 Analyse the concept of performance management.			
3.2 Analyse the main tools used in performance management in organisations.			
3.3 Assess the value of mentoring and coaching in managing the performance of individuals in an organisation.			
3.4 Evaluate the role of effective communication in managing the performance of individuals in an organisation.			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Component 4: Operational and Human Resource Planning and Management

Component Reference Number: R/506/4479

Level: 4

Credit: 7

GL: 23

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Understand the principles and practice of operational planning in organisations.			
1.1 Assess the need for operational planning for different types of operations.			
1.2 Discuss the process of developing an operational plan for an organisation.			
1.3 Evaluate the use of different planning tools and techniques in the operational planning for an organisation.			
1.4 Assess the usefulness of different decision making techniques for operational planning decisions.			
1.5 Explain the purpose of risk analyses and risk management in operational planning.			
1.6 Assess how the interdependencies in work activities impact on operational planning and implementation.			
2 Understand the principles and practices of physical resource management and work force planning.			
2.1 Analyse the principles underpinning the management of physical resources.			

2.2 Explain methods of analysing the physical resource needs of an organisation.			
2.3 Analyse the potential impact of physical resource use on the environment and the actions that can be taken to minimise adverse effects.			
2.4 Analyse the factors to be considered in evaluating the quality and effectiveness of physical resources.			
2.5 Evaluate the use of different workforce planning models and approaches in determining the human resource requirements of an organisation.			
2.6 Analyse approaches to the identification and development of talent in different organisations.			
3 Understand health and safety requirements in managing work activities in organisations.			
3.1 Assess the impact of health and safety legislation on carrying out work activities in an organisation.			
3.2 Explain the purpose and benefits of carrying out a risk assessment when managing work activities.			
3.3 Assess the need to regularly review organisational health and safety policies and procedures.			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Level 4 Diploma in Management and Leadership

Summary of Achievement

Learner Name		FutureQuals Learner Number	
Centre Name		Centre Number	

Component Number	Component Title	Credits	Date Verified	Learner Signature	Assessor Signature	IQA Signature	EQA Signature
H/506/4454	Principles of building respectful and productive working relationships in organisations	7					
Y/506/4452	Managing personal and professional development	6					
L/506/4478	Principles of management and leadership in organisations	6					
R/506/4479	Operational and Human Resource Planning and Management	7					

Competence has been demonstrated in all the components recorded above using the required assessment procedures and the specified conditions/contexts. The evidence meets the requirements for validity, authenticity, currency, reliability and sufficiency.

Internal Quality Assurer Signature

Date

This page is intentionally left blank

FutureQuals[™]

INSPIRING LEARNING AND SKILLS

Future (Awards and Qualifications) Ltd
EMP House, Telford Way, Coalville,
Leicestershire, LE67 3HE

Telephone: 01530 836662

Fax: 01530 836668

Email: info@futurequals.com

www.futurequals.com

www.futurequals.com