Level 3 Certificate in Principles and Practices of Management

LCCI International Qualifications from EDI

Syllabus

Effective from October 2001

INTRODUCTION

EDI is a leading international awarding body that was formed through the merger of the London Chamber of Commerce and Industry Examinations Board (LCCI) and a leading online assessment provider (GOAL). EDI now delivers LCCI International qualifications (LCCI IQ) through a network of over 5000 registered centres in more than 120 countries worldwide. Our range of business-related qualifications are trusted and valued by employers worldwide and recognised by universities and professional bodies.

Level 3 Certificate in Principles and Practice of Management

Aims

The aims of this syllabus are to enable candidates to develop:

- a knowledge and understanding of the principles, purposes, processes and practices of management.

- the ability to relate and apply this knowledge

- an understanding of the practice of management within roles and organisations

Target Audience and Candidate Progression

This qualification is intended for candidates who are intending to begin, or have recently commenced a career in management.

Successful candidates who also obtain a pass in Business and Industrial Administration Level 3 and **one** other from a pool of options *in one series of examinations* **or** with the required single subjects gained *On Demand within 3 calendar months of the first examination date* will be eligible for the award of a Level 3 Group Diploma in Principles and Practice of Management.

Level of English Required

Candidates should have a standard of Business English equivalent to LCCI IQ English for Business Level 2. However, their knowledge of specialist Business terminology should be equivalent to Level 3 in terms of vocabulary.

Structure of the Qualification

The Level 3 Certificate in Principles and Practice of Management is a single unit qualification that consists of the range of topics detailed below:

Syllabus Topics

1   Management Development

2   Management Functions

3   Management Structure

4   Managing People

5   Managing Performance

6   Managing Communication

7   Managing Change

Guided Learning Hours

EDI recommends that 120 - 140 Guided Learning Hours (GLHs) provide a suitable course duration for an 'average' candidate at this level. This figure includes direct contact hours as well as other time when candidates' work is being supervised by teachers. Ultimately, however, it is the responsibility of training centres to determine the appropriate course duration based on their candidates' ability and level of existing knowledge. EDI experience indicates that the number of GLHs can vary significantly from one training centre to another.

ASSESSMENT

Assessment Objectives

The examination will assess the candidate's ability to:

- exhibit knowledge and understanding of the key elements of management

- apply this knowledge and understanding to general and specific situations and contexts

- supply relevant examples and applications of the practice of management

Coverage of Syllabus Topics in Examinations

There will be 8 questions on the examination paper, 1 from each syllabus topic. In addition there will be one question from any of the 7 syllabus topics.

Examination Format

- The time allowance for the examination is 3 hours

- Candidates should attempt 4 questions

- All questions are worth 25 marks each

The first part of each question will normally test knowledge and understanding of syllabus content and the second part the ability to apply or evaluate it.

An overall allocation of 25 marks per question allows candidates to address question topics at a depth appropriate to a Level 3 examination.

Word processed answer scripts are allowed.

Answer Formats

Some questions may require the use of a communication format appropriate to the practice of management, which might include:

- memorandum

- checklists

- summaries

- reports

- notes

If requested to answer in the form of a report, candidates will need to structure their report with headings and sub-headings. The report should have at least 3 sections: an introduction, a main section and a conclusion or recommendations. The introduction should indicate the purpose of the report and for whom the report is intended. The main section should use a concise essay style or bullet points. The report needs to finish with a conclusion which should include candidate recommendations.

Mark Allocation

A positive marking approach is used. Marks will be awarded for the use of appropriate formats which might include reports, memoranda, checklists and illustrative examples, summaries etc. Marks are not deducted for spelling, grammar or punctuation.

The overall marks awarded for the use of appropriate formats will not normally exceed 10% of the total marks.

Certification

Successful candidates will be awarded the Level 3 Certificate in Principles and Practice of Management based on the achievement of the percentages and grades below:

Pass   50%
Merit   60%
Distinction   75%

Recommended Reading List and Support Material

Reading List

Title	Author(s)	Publisher	ISBN Code
(a) Essential Reading			
Management Theory and Practice	G A Cole	DP Publications	185805 1665
Modern Business Administration	R C Appleby	Pitman	0273 60282 9
(b) Further Reading			
Effective Management for Marketing		BPP Publications	075174 0705
Managing Today and Tomorrow	R Stewart	MacMillan	0 333 60778 3
Management and Organisational Behaviour	L J Mullins	Pitman	0273 61598 X
Gower Handbook of Management	D Lock (Ed)	Gower	0566 07477 X
Understanding Organisations	C B Handy	OUP	0195 087321
Management - Concepts and Practices	T Hannagan	Pitman	0273 631039

Support Material

Model Answers and past question papers can be purchased from the EDI Customer Service Team.

How to Offer this Qualification

To offer this qualification you must be an LCCI IQ registered examination centre. To gain centre approval please contact Customer Support on 08700 818008 between the hours of 0830 and 1700 (GMT) Monday to Friday or by email on centresupport@ediplc.com

Alternatively you may contact your Regional LCCI Office or Co-ordinating Authority.

Syllabus Topic	Items Covered
1 **Management Development**	Candidates must be able to:

1   **Management Development**

Candidates must be able to:

1.1   Understand management as a process of achieving objectives through the functions of planning, organising, co-ordinating, directing and controlling

1.2   Understand Mintzberg's interpersonal, informational and decisional roles, and the importance of time management

1.3   Relate technical, human and conceptual skills to the work and contribution of management

1.4   Distinguish the hierarchical levels of management, the role, time horizons and importance of each

1.5   Explain the value of studying the development of management ideas and key contributions of significant academics and practitioners including:
- Scientific management and the work of F W Taylor
- Administrative management and Fayol
- Max Weber's ideal bureaucracy
- The Hawthorne Studies
- McGregor's Theory X and Y
- Ouchi's Theory Z
- Systems and Contingency approaches

2   **Management Functions**

Candidates must be able to:

2.1   Understand the planning, organising, co-ordinating, directing and controlling functions of management and relate them to the main business functions of Finance, Marketing, Operations and Human Resources

2.2   Define organisational culture and its constraints on management action. Understand the external environment and relationships with primary stakeholders such as customers, suppliers and distributors

2.3   Explain the major factors in the external environment and relate the purpose of SWOT and PEST analysis to the planning process

2.4 Draft outline mission and policy statements and recognise the role of objectives including social responsibility

2.5 Define Management by Objectives (MBO) and its application to planning and motivation of employees

2.6 Apply the overall planning and control process and understand the relationship between ends, means, results and feedback

2.7 Define strategy and outline the steps in the strategic process

2.8 Understand the management needs of the small but growing organisation

2.9 Distinguish between strategic and operational decisions and outline the steps in the decision-making process

2.10 Identify the advantages and disadvantages of group decisions

3   Management Structure

Candidates must be able to:

3.1 Understand organisation as a process for grouping and structuring tasks, allocating roles and responsibilities, to implement plans and achieve objectives

3.2 Explain the concept and scope of organisation structure. Define and apply the principles of scalar chain of command, unity of command/direction and span of control

3.3 Represent organisational relationships on hierarchical and matrix organisational charts

3.4 Identify the basic types of organisation structure (i.e. line, line and staff, functional, divisional and matrix) and the advantages and disadvantages of each

3.5 Describe the concepts of authority, power, responsibility, delegation and accountability

3.6 Contrast the advantages and disadvantages of centralisation and decentralisation in given management situations

4	**Managing People**	Candidates must be able to:	

4.1 Distinguish between management and leadership

4.2 Identify and outline the managerial leadership roles and styles associated with Likert, Blake and Mouton, Tannenbaum and Schmidt

4.3 Compare trait, style and situational approaches to understanding the nature of leadership and the contribution of Fiedler to contingency theory

4.4 Apply knowledge to the leadership and management of teams/groups

4.5 Understand the theories of motivation, associated with Maslow, Herzberg and Vroom

4.6 Assess the role of appraisal and the benefits of performance review to the individual and the organisation

4.7 Distinguish between formal and informal groups and describe the main characteristics of informal groups

4.8 Assess the concepts of Job Rotation, Job Enlargement, Job Enrichment and Empowerment to the achievement of job satisfaction

4.9 Define human resource planning and explain the main stages

5	**Managing Performance**	Candidates must be able to:	

5.1 Understand financial and performance objectives and the main methods of control

5.2 Explain targets and the target setting process

5.3 Identify a range of financial and non-financial indicators against which an organisation's performance may be measured

5.4 Understand the control elements of planning requirements, setting standards, monitoring, comparison and corrective action

5.5 Define the terms budget and budgetary control and the sequence of steps involved in the preparation of a master budget

5.6 Distinguish between capital and operating budgets

5.7 Explain the purpose of budgetary controls and their relation to financial planning

5.8 Understand other areas of control: key performance ratios, the total quality management (TQM) concept and the purposes and steps involved in benchmarking

6 Managing Communication

Candidates must be able to:

6.1 Understand the importance of communication in the effective fulfilment of management functions

6.2 Present a model of the stages in the communication process. Identify barriers (filtering, perception, "noise", language, culture) to effective communication

6.3 Recommend strategies to overcome communication barriers eg feedback, active listening, simplified language

6.4 Describe the nature and significance of information networks for the manager. Recognise the characteristics of informal communication

6.5 Recognise the developing role of information technology in administration, operations, marketing and finance

6.6 Define the term *information system* and outline current applications: transactions processing, office automation, executive information, decision support and management information systems

6.7 Describe some current applications of office automation: electronic mail, video conferencing, voice processing computer

7   Managing Change

Candidates must be able to:

7.1   Discuss the skills relevant to managing change and the contribution of Handy to an understanding of the change process

7.2   Explain why people are likely to resist change

7.3   Assess techniques for reducing resistance to change: education, communication, involvement, negotiation, change agents

7.4   Recommend how management should approach the implementation of cultural change

7.5   Analyse current issues and challenges to management

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