



**UMD PROFESSIONAL LTD**

**MANAGEMENT DEVELOPMENT PROGRAMME  
VIA DISTANCE LEARNING**

**FOR PRACTICE MANAGERS  
AND BARRISTERS' CLERKS**

**Leading to the  
Institute of Leadership and Management's**

**LEVEL 5 DIPLOMA IN LEADERSHIP AND MANAGEMENT**

**PROSPECTUS 2012**

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## **1 INTRODUCTION**

The UMD Professional Management distance learning for Practice Managers and Barristers' Clerks aims to provide a sound grounding in the major elements of management required in Chambers today. The course has been designed in conjunction with the IBC and integrates with the demands of working life as well as providing sound learning of the principles of management.

## **2 THE QUALIFICATION**

The programme can be taken as a comprehensive stand-alone management course but also leads to the Level 5 Diploma in Leadership and Management, awarded by the Institute of Leadership and Management (ILM). This qualification aims to give practising and potential managers the foundation for their formal development. It represents a highly practical way to gain a respected management qualification which also benefits their Chambers.

The programme has two primary objectives

- To assist participants in gaining the knowledge required by a manager in Chambers
- To develop practice management skills relevant to Chambers

Candidates who successfully complete the ILM Level 5 Diploma course can currently add to their qualification and go on to achieve a BA (Hons.) in Professional Studies or Business Management through part time distance learning with a partner university.

## **3 THE ILM**

The ILM is a respected national management institute with an established track record in the delivery of management training and qualifications, and the Level 5 Diploma in Management represents a recognised management qualification.

## **4 ENTRY REQUIREMENTS**

To undertake this programme you should be:

- An existing Practice Manager or Barristers' Clerk
- A Clerk aspiring to the role of a Practice Manager or Senior Clerk

Whilst there are no formal educational requirements, learners should have a background that will enable them to benefit from the programme. Participants will derive most benefit from the programme if they have some prior experience of management, although this is not absolutely essential. You should be able to demonstrate a good standard of written and spoken English and, as notes are downloaded from a dedicated website and assignments submitted electronically, you should also possess a reasonable level of computer literacy.

Because this is a practically based qualification, ideally you should have some experience, or can gain experience during the programme of the following:

- You have people reporting to you, possibly including other managers
- You allocate resources and are responsible for financial accountability in certain areas
- You may hold budgets for Chambers expenditure
- You recruit people and are responsible for their performance
- You have responsibility for the quality of services
- You may negotiate with suppliers and clients
- You may have responsibility for establishing, maintaining and improving systems (e.g. quality, marketing, health and safety, etc) as well as operating them.

## **5 COURSE STRUCTURE**

This course has been developed for participants who are unable to or do not wish to attend regular workshops and take time away from Chambers. It comprises a series of 20 distance learning modules, studied monthly.

The course provides candidates with distance learning materials in clearly defined modules. These materials provide much of the theoretical background to the Diploma course and include notes, reading, video material and exercises for completion, but also include other practical activities (known as guided learning activities) for candidates to work on and complete in their Chambers. Candidates are assigned a tutor whom they can contact by telephone, Skype or e-mail for support throughout the course for up to two hours per month, and candidates can also participate in webinars. Candidates submit work via e-mail at the end of each month for feedback.

Alongside this, candidates complete a number of assignments which form the assessment part of the qualification (see below).

The modules are followed in strict monthly order, and work needs to be submitted by the deadlines provided in order to complete the course successfully.

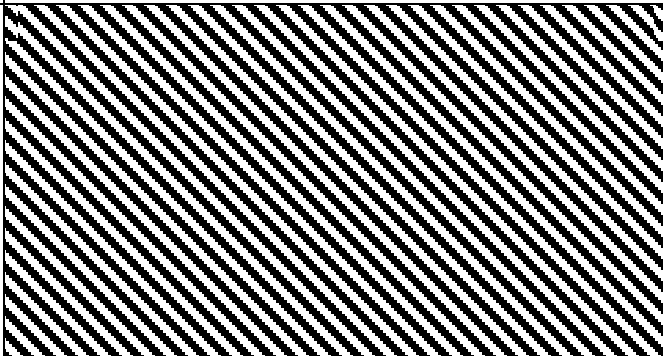
One deferment of up to three months can be accommodated during the course on written application by the candidate in advance of the proposed deferment.

All course materials are downloaded from our website and candidates therefore need access to a PC, a good standard of computer literacy and an e-mail address.

## **6 HOW MUCH TIME DOES THE COURSE INVOLVE?**

The course is spread over a two year period and modules are studied monthly. You should allow 4-5 hours a week for personal study.

The course covers the following subjects:

<p><b>SELF MANAGEMENT AND SKILLS</b></p> <p>Setting objectives and targets  Management style  Continuing professional development  Grasping opportunities for innovation and improvement</p>	<p><b>FINANCE AND NUMERACY</b></p> <p>Understanding finance  Making a financial case  Managing by budgets  Presenting numerical data</p>
<p><b>OPERATING CONTEXT AND CHANGE</b></p> <p>Leadership and management  Leading and managing change  The legal and compliance framework  Managing ethically</p>	<p><b>PEOPLE MANAGEMENT</b></p> <p>Managing individuals  Developing &amp; leading teams  Addressing people problems  Identifying individual development needs  Recruitment and selection  Equality and diversity</p>
<p><b>MEETING CUSTOMER NEEDS</b></p> <p>Planning to meet client requirements  Understanding the organisation  Managing quality  Marketing and business development  Understanding the market</p>	<p><b>INFORMATION AND COMMUNICATION</b></p> <p>Gathering information  Communications  Leading meetings and briefings  Interviewing</p>
<p><b>PLANNING AND RESOURCES</b></p> <p>Planning for efficiency  Health, safety and the environment</p>	

**8****THE DISTANCE LEARNING MODULES**

A schedule of the distance learning modules is set out below. The order of modules may change depending on the start date of the programme.

The first module is an induction and introduction to the course which will require approximately three hours to complete. Each subsequent module is downloaded at the beginning of the month for completion by the end of the month.

Induction	Introduction to the course and your tutor, and getting the most from the programme. Developing a CPD plan. Learning styles and how to study.
Analysis, decision-making and problem-solving	Developing self-management skills. Carrying out a personal audit. Critical analysis, writing and thinking skills, and making a management case. Problem solving skills.
The role of the manager	Understanding the different aspects of the role of the manager and management styles
The legal environment today, planning and understanding management	An introduction to the five main elements of management. Planning, setting objectives and planning implementation .
Management communications	Communications and the manager's role.
Personal influencing skills	Personal management style, communication skills and interacting with people.
The regulatory framework	An overview of the legal regulatory environment and understanding compliance.
Recruitment and selection	Recruitment and selection, and equality and diversity issues .
Understanding finance	Understanding and controlling finance
Making a financial case	Making a financial case for improvement or change.

Leadership	An introduction to leadership
Performance management	Performance review and identifying training and development requirements
Managing teams	Developing and managing teams.
Dealing with people problems	Dealing with people problems and managing conflict
Health and Safety and the statutory framework	Health and Safety and the statutory framework, the legal framework and ethics
Managing quality	Quality and meeting client requirements
Understanding marketing	The principles of marketing
Marketing, business development and managing client relationships	Client feedback, survey design and client care
Managing efficiently	Managing efficiently and managing resources.
Managing and leading change	Change management

## 9 ASSESSMENT

There is no examination; if you wish to take the Diploma, you will need to have successfully completed a series of work-based assignments over the course of the programme. **These need to be submitted strictly in line with the deadlines set**, and you will receive written feedback on your work. Assignments are submitted electronically by e-mail and all mark sheets are returned electronically

## 10 TUTORIAL SUPPORT

Each candidate will be assigned a tutor/mentor, and will have access to that tutor over the course of the programme via e-mail or telephone for up to one and a half hours per module. The team comprises experienced UMD Professional trainers and qualified assessors, approved by the ILM, some of whom are legally qualified. All of the team

demonstrate a real understanding of management issues in practice and all have significant practical management experience.

## **11 IS DISTANCE LEARNING RIGHT FOR ME?**

Distance learning requires a high degree of self-discipline and organisation, and you should consider this, the support you have, and the time commitment involved in a course of this nature carefully before you embark on this method of learning. In addition, you will also need an e-mail address, and access to a PC and the Internet in order to complete the course successfully. You should allow at least 4 to 5 hours a week of study time over the course of the programme.

## **12 FEES**

The fees for the course are £5000 plus VAT (£6000 inc VAT). Course fees are due in full at the start of the course, but as a concession can be paid in twenty monthly instalments of £285 inc VAT by Standing Order, after the initial deposit of £300 has been paid.

There is a 5% discount on the fees if these are paid in full at the beginning of the course, which means that the fees are reduced to £4750 plus VAT (£5700 inc VAT)

**If you are a member of the Institute of Barristers' Clerks**, the course fees are reduced to £4800 plus VAT (£5760 inc VAT). Course fees are due in full at the start of the course, but as a concession can be paid in twenty monthly instalments of £273 inc VAT by Standing Order, after the initial deposit of £300 has been paid.

There is a 5% discount on the fees, if these are paid in full at the beginning of the course, which means that the fees are reduced to £4560 plus VAT (£5472 inc VAT).

**The fees do not include the registration fee for the Diploma with the Institute of Leadership and Management which is payable separately; this is currently £161. This fee is due at the start of the course and must be paid in full at that time.**

**A deposit of £300 is required with each booking.**

**Fees are current until 31 December 2012**

## **13 START DATES AND ENROLMENT**

The course may be started at any point in the year. On the enrolment form you will be asked to select a month in which you wish to start your course. All courses start on the 1<sup>st</sup> of the month and so you should allow at least **three weeks** between submitting your form and your proposed start date to allow for registration procedures to be completed. Please note that your selected start date will be binding and will be confirmed to you on receipt of your application form.

**To enrol please complete and sign the attached enrolment form and the terms and conditions and return both of them to Penny Parry at the address on the form,**

**together with your deposit cheque for £300, made payable to UMD Professional Ltd..**

**Please make sure that you read the terms and conditions carefully before you sign as they constitute a legally binding document and contact Penny Parry if you have any questions.**



**APPLICATION FOR ENROLMENT  
UMD PROFESSIONAL  
MANAGEMENT DEVELOPMENT DISTANCE LEARNING PROGRAMME  
2012  
ILM LEVEL 5 DIPLOMA IN LEADERSHIP AND MANAGEMENT**

Delegate Name .....

Address .....

Home Tel. No. .... Work Tel. No. ....

E-mail address.....

Date of Birth.....

I wish to enrol on the Management Development Distance Learning Programme starting in  
(state month) .....

I wish to take the qualification. **Please register me with the ILM. I understand I will be invoiced for this separately.**

**Invoicing details**

I am paying my own fees                       My employer is paying my fees

I am a member of the IBC                       I am **not** a member of the IBC

Name and address for invoicing purposes if different from delegate name and address  
.....  
.....

**I confirm that Chambers is paying for the delegate named above.**

**Authorised signatory for Chambers** .....

**Position**.....

Please enrol the delegate on the programme indicated above

I would like to pay for the course by:

Cheque (in full)                                            Standing Order (20 instalments)                     

**I enclose my deposit of £300 (cheque payable to UMD Professional Ltd) and the signed terms and conditions.**

Signed .....Dated.....

## AGREEMENT AND TERMS AND CONDITIONS OF BUSINESS

1. UMD Professional Ltd will be referred to as the Company from this point forward. **This agreement will refer to the Chambers or the individual responsible for paying the invoice as the client and the participant on the course as the delegate.**
2. Once a booking has been confirmed by the Company then the Company cannot accept any responsibility or liability if the client or delegate defaults from the booking. No fees will be refunded if the delegate does not complete the course, or the qualification element of the course, and fees will remain payable in full, unless point 11 applies.
3. The full course fee becomes due when the Company confirms the delegate's place on the course and can be paid in full on presentation of invoice by cheque or BACS transfer, or by Standing Order. ILM registration fees are payable in full prior to the commencement of the course and no refund in respect of the ILM registration fees can be made if the delegate withdraws from the course or does not proceed to the full Diploma.
4. The Company cannot accept responsibility or liability if the delegate fails to complete the course because of an effect or omission on the part of the client or delegate. Therefore, the delegate must ensure that s/he is able to meet the requirements of the course before the commencement of the course.
5. The delegate can exercise the right to one deferment during the course of up to three months upon application in advance in writing
6. The Company reserves the right to make appropriate changes to the course timetable and content or to allocate a different tutor or to cancel a course due to circumstances beyond its control and liability shall be limited to the refund of fees paid in this instance.
7. The Company reserves the right to postpone a course due to unforeseen circumstances or to offer alternative arrangements without liability for any consequential or indirect loss.
8. If the Company cancels the whole course all monies paid by the client to UMD Professional Ltd in respect of the course fees will be returned to the client.
9. Where the client applies to pay course fees by Standing Order the Company reserves the right to check the Client's credit worthiness prior to confirming the delegate's place, and to refuse the option of paying by Standing Order.
10. Where the client elects to pay for the course fees by Standing Order, if the client cancels the Standing Order or misses a Standing Order payment, the remainder of any fees outstanding will be payable in full within 30 days of the missed Standing Order payment date .
11. If a delegate withdraws from the course or cancels their place after their booking has been confirmed the client will be charged up to the full fee for the course depending on the length of notice given. All notifications of cancellation must be given in writing to the Company

Days notice of cancellation prior to the commencement of the course	% of fee to pay
More than 42 days prior to the start of the course	Deposit
28 – 41 days prior to the start of the course	50% of fee
14 – 27 days prior to the start of the course	75% of fee
Less than 14 days prior to the start of the course	100% of fee

Please read the above, sign this copy and return to Penny Parry at UMD Professional Ltd, SBC House, Restmor Way, Hackbridge Road, Wallington, Surrey, SM6 7AH, together with your application form for enrolment and deposit cheque.

.....  
Delegate Name

.....  
Delegate signature or Client signature

.....  
Name and position of signatory

.....  
Date