

CMI Level 3 First Line Management Qualifications

Credits

Guided Learning Hours

Award - Learners need to complete any ONE unit* to achieve the qualification.

Certificate - Learners need to complete any combination of units* to a minimum of 13 credits to achieve the qualification.

Diploma - Learners need to complete all Group A units and any combination of Group B units to a minimum of 7 credit points – a total minimum of 37 credit points for the Diploma.

Group A		Credits	GLH
Unit 3001V1	Personal development as a first line manager	6	20
Unit 3002V1	Resource planning	6	20
Unit 3003V1	Meeting stakeholder needs	6	20
Unit 3004V1	Managing and communicating information	6	20
Unit 3005V1	Identifying development opportunities	6	20
Group B		Credits	GLH
Unit 3006V1	Recruitment and selection process	6	20
Unit 3007V1	Maintaining quality standards	6	20
Unit 3008V1	Improving team performance	7	20
Unit 3009V1	Management communication	6	20
Unit 3010V1	Being a leader	6	25
Unit 3017V1	Introduction to First Line Management	6	30
Unit 3018V1	Corporate Social Responsibility	6	20
* The following Group B units can only be chosen as part of the Diploma		Credits	GLH
Unit 4002V1	Managing stakeholders' expectations	7	25
Unit 4003V1	Understanding organizational culture, values and behaviour	7	30
Unit 4004V1	Understanding team dynamics	7	25
Unit 4005V1	Management report writing	7	25
Unit 4006V1	Management and leadership influencing skills	7	25
Unit 4008V1	Promoting equality and diversity	7	30

Please read on for details of each unit



Title:	Personal development as a first line manager				
Unit aim:	This unit is about personal development and planning, work planning, relationship building and team welfare.				
Level:	3	Unit Number:	3001	QCA Unit Number	J/501/5005
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to develop and use a personal development plan		1.1 Identify the links between organisational objectives and personal development objectives 1.2 Construct a personal development plan which meets agreed objectives 1.3 Identify a range of learning and development opportunities to support the achievement of the personal development plan 1.4 Review the progress of the plan			
2. Understand how to plan and manage work		2.1 Describe the methods or processes available to determine work plan priorities 2.2 Explain how to manage time to achieve work plan objectives 2.3 Explain the reasons for incorporating flexibility into a work plan			
3. Understand how to develop and maintain effective working relationships to achieve objectives		3.1 Explain how leadership styles and approaches are used in different situations to encourage productive working relationships 3.2 Explain how to develop and maintain good working relationships 3.3 Describe how to work with team members to maintain standards of work and behaviour that achieves objectives			
4. Be able to safeguard the welfare of the team in the working environment		4.1 Describe the responsibilities of a first line manager for safeguarding team welfare 4.2 Explain how risks that can affect team welfare are identified and monitored 4.3 Describe the actions to be taken after identifying a risk to team welfare			



Title:	Resource planning				
Unit aim:	This unit is about planning, modifying and managing resources.				
Level:	3	Unit Number:	3002	QCA Unit Number	R/501/5007
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how to plan resource needs with the team		1.1 Identify a teams responsibilities in connection with managing resources 1.2 Describe the components of a resource plan, used to achieve team objectives 1.3 Describe the impact of environment and legal factors on the team resource plan			
2. Understand the need for change to resource requirements		2.1 Identify how information obtained impacts on changes to resource requirements. 2.2 Describe trends and developments that affect resources 2.3 Identify the impact of resource change on the teams objectives			
3. Be able to monitor, record and control resources within the work area		3.1 Describe the need to monitor and record the use of resources 3.2 Explain the importance of recording relevant and accurate information and using records to plan for future resource requirements			



Title:	Meeting stakeholder needs				
Unit aim:	This unit is about identifying, meeting and supporting stakeholder requirements.				
Level:	3	Unit Number:	3003	QCA Unit Number	Y/501/5008
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify stakeholders and plan to meet their needs		1.1 Identify stakeholders in relation to the team's objectives 1.2 Describe how the team's objectives meets stakeholder requirements 1.3 Identify work plans with the team, gaining commitment to meet stakeholder needs 1.4 Evaluate and modify the work plans to meet the stakeholder needs			
2. Understand the process required to continually improve meeting stakeholder needs		2.1 Identify improvements to meet stakeholder needs 2.2 Identify resources and costs to support improvements 2.3 Identify benefits obtained from improvements			
3. Be able to prepare a case to support a change in meeting stakeholder needs		3.1 Identify the individuals to whom a case for change is to be made 3.2 Describe the components of a case for change 3.3 Identify how a case for change supports the team's objectives 3.4 Describe how to monitor and review the effect of the change			



Title:	Managing and communicating information				
Unit aim:	This unit is about gathering, analysing and communicating information.				
Level:	3	Unit Number:	3004	QCA Unit Number	D/501/5009
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to gather and select data		1.1 Describe criteria used in sourcing data 1.2 Identify quantitative and qualitative sources of data 1.3 Access data in line with legal and organisational requirements relevant to a work related activity			
2. Be able to interpret data and information related to a work activity		2.1 Select data and information specifically related to the work activity 2.2 Identify trends and patterns 2.3 Identify the impact of the trends and patterns on future activities 2.4 Identify conclusions and make recommendations			
3. Be able to communicate the results of the information analysis		3.1 Identify the communication methods that could be used 3.2 Identify the target audience for the communication 3.3 Evaluate the impact of the communication			



Title:	Identifying development opportunities				
Unit aim:	This unit is about identifying the development opportunities of individuals and teams to meet team and organisational objectives.				
Level:	3	Unit Number:	3005	QCA Unit Number	R/501/5394
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the factors involved in leading a team to achieve agreed objectives		1.1 Describe the principles underlying leadership of individuals and teams 1.2 Identify the links between individuals, teams and organisational objectives 1.3 Explain the methods of communicating individual and team objectives			
2. Understand the current competencies of individuals and teams		2.1 Describe the methods of conducting individual and team competence reviews 2.2 Identify the links between current competencies and the team and organisational objectives 2.3 Identify the activities to support the development of current competencies of the team to current and future team and organisational objectives 2.4 Explain the impact of current competencies on organizational objectives			
3. Understand how to develop the competencies of individuals and teams		3.1 Identify development opportunities for individuals and teams 3.2 Describe the methods of agreeing development opportunities with individuals and teams 3.3 Identify processes to measure and review individual and team development objectives			



Title:	Recruitment and selection process				
Unit aim:	This unit is about identifying the need for staff, and the recruitment and selection process.				
Level:	3	Unit Number:	3006	QCA Unit Number	D/501/5396
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify the need for recruitment and selection against organizational needs.		1.1 Identify the requirement to review the current staffing levels against organisational needs 1.2 Collect data and information to support the review of staffing levels 1.3 Prepare a report to support a case for staff			
2. Understand the process for recruitment		2.1 Describe the stages of a recruitment process 2.2 Identify the component parts of a job description and a person specification 2.3 Identify the legal and organisational requirements that apply to the recruitment process			
3. Understand the process for selection		3.1 Describe the stages of a selection process 3.2 Describe the methods that can support the selection decision 3.3 Identify the legal and organisational requirements that apply to the selection process			



Title:	Maintaining quality standards				
Unit aim:	This unit is about concepts of quality, the impact of quality and the measurement of quality in teams and organisations.				
Level:	3	Unit Number:	3007	QCA Unit Number	H/501/5397
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the concept of quality		1.1 Describe the meaning of 'quality' in the organisational context 1.2 Identify the role and responsibilities for quality in the organisation 1.3 Describe the factors that affect quality in the organisation			
2. Understand the impact of quality on team operations		2.1 Identify areas of team operations that can be affected by quality 2.2 Identify the benefits of quality to a team 2.3 Describe the impact of team quality on the organisation's objectives			
3. Understand how to measure an aspect of quality for a team activity		3.1 Explain how work is measured against quality standards 3.2 Explain how to measure work against organisational quality standards 3.3 Describe how to respond to quality measurement results			



Title:	Improving team performance				
Unit aim:	This unit is about the impact of individuals performance on teams, recognising performance behaviours and implementing improvement measures.				
Level:	3	Unit Number:	3008	QCA Unit Number	K/501/5031
Credit value:	7	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify issues which affect performance		1.1 Describe the manager's role in identifying performance issues in the team 1.2 Describe how to evaluate individual and team performance and behaviours 1.3 Identify the limits of responsibility for dealing with individual and team performance			
2. Know how to select and apply the best course of action to address a performance issue		2.1 Identify the range of approaches available 2.2 Describe the different methods available in providing help and support in order to improve performance of an individual 2.3 Explain how to conduct a performance counselling session for an individual 2.4 Explain the importance of maintaining confidentiality			
3. Be able to take action to achieve the performance issue of an individual		3.1 Agree with a team member an action plan to address a performance issue 3.2 Explain the range of support services available 3.3 Explain how to ensure that the desired outcomes are achieved 3.4 Explain the circumstances when disciplinary and grievance procedures may be invoked 3.5 Explain the first line manager's role in a disciplinary and grievance situation 3.6 Identify why records of action plan achievements and actions taken are required			



Title:	Management communication				
Unit aim:	This unit is about the identification, selection and use of management communication techniques.				
Level:	3	Unit Number:	3009	QCA Unit Number	M/501/5032
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the importance and principles of management communication		1.1 Describe the role of communication in the management environment 1.2 Identify the effects of communication on management practice 1.3 Describe the communication principles that support team activities			
2. Understand how to use methods of communication to achieve the management objectives		2.1 Describe the processes for conducting a team briefing 2.2 Identify the stages of organising and leading a formal management meeting 2.3 Describe the structure of a written management report			
3. Understand how to review the effectiveness of communication in the achievement of the management objectives		3.1 Identify feedback methods to determine impact of communication 3.2 Evaluate the feedback to determine achievement of the management objectives			



Title:	Being a leader				
Unit aim:	This unit is about the leadership skills of a leader who has first line management and leadership responsibility.				
Level:	3	Unit Number:	3010	QCA Unit Number	Y/501/8135
Credit value:	6	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the organisational requirements for the leader		1.1 Identify the organisational requirements for respecting the cultures, values and ethics of others 1.2 Describe the levels of authority and responsibility of the leader in the organisation 1.3 Explain the impact of the leader on personal objectives and team achievement 1.4 Describe the role of the leader in maintaining integrity, fairness and consistency in action planning and decision making			
2. Understand leadership styles		2.1 Explain the relationship between management and leadership 2.2 Describe leadership styles 2.3. identify opportunities for development of a leader 2.4 Explain action-centred leadership 2.5 Discuss how and why leadership styles need to be adapted in different situations			
3. Understand how the leader builds a shared sense of purpose with a team		3.1 Describe how to establish a culture of mutual trust and respect with the team 3.2 Identify techniques to motivate and encourage the development of team members 3.3 Describe how a leader develops the teams understanding of its shared purpose and organisational direction			



Title:	Introduction to First Line Management				
Unit aim:	This unit is about the foundation skills and knowledge of a first line manager				
Level:	3	Unit Number:	3017	QCA Unit Number:	R/601/2862
Credit value:	6	Guided Learning Hours:	30		
Learning outcomes <i>The learner will:</i>	Assessment criteria <i>The learner can:</i>				
1. Understand the role of the first line manager	1.1. Describe the role and responsibilities of the first line manager 1.2. Explain the skills and knowledge required of the first line manager 1.3. Compare own existing skills and knowledge with those required				
2. Be able to construct a personal development plan	2.1.. Construct a personal development plan that supports and develops existing and required skills and knowledge				
3. Understand stakeholders, their needs	3.1. Identify the first line manager's immediate stakeholders and their needs 3.2. Describe the data and information available to the first line manager on stakeholder needs				
4. Be able to plan to meet those needs	4.1. Develop a plan to meet existing and potential stakeholder needs				
5. Understand the need to establish and develop working relationships	5.1. Explain methods to maintain and develop working relationships				
6. Be able to manage team performance	6.1. Describe methods of identifying and supporting the performance of team members				



Title:	Corporate Social Responsibility				
Unit Aim:	This unit is about applying a Corporate Social Responsibility plan or policy, ensuring the plan or policy influences performance and understanding the responsibilities for Corporate Social Responsibility				
Level:	3	Unit Number:	3018	QCA Unit Number:	R6012876
Credit value:	6	Guided Learning Hours:	20		
Learning Outcomes		Assessment Criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the application of Corporate Social Responsibility in an organisation		1.1. Describe the environmental areas that could be part of an organisational Corporate Social Responsibility plan or policy 1.2. Identify the social areas that could be part of an organisational Corporate Social Responsibility plan or policy 1.3. Explain the corporate governance areas that could be part of an organisational Corporate Social Responsibility plan or policy			
2. Understand the organisational responsibilities for Corporate Social Responsibility		2.1. Describe the responsibilities of your line manager for Corporate Social Responsibility 2.2. Discuss the responsibilities of the first line manager in applying a Corporate Social Responsibility plan or policy 2.3. Identify the responsibilities of the team members in executing the Corporate Social Responsibility plan or policy			
3. Understand the relevance of Corporate Social Responsibility to departmental performance		3.1. Discuss how actions to the environmental areas of a Corporate Social Responsibility plan or policy can impact on departmental performance 3.2. Explain how actions to the social areas of a Corporate Social Responsibility plan or policy can impact on departmental performance 3.3. Identify how actions to the corporate governance areas of a Corporate Social Responsibility plan or policy can impact on departmental performance			



Title:	Managing Stakeholder Expectations				
Unit aim:	This unit is about the identification of organisational stakeholders, determining and monitoring their expectations and identifying opportunities to enhance stakeholder provision.				
Level:	4	Unit Number:	4002	QCA Unit Number	M/502/2157
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand and identify organisational stakeholders		1.1 Differentiate between an organisational customer and an organisational stakeholder 1.2 Distinguish primary and secondary organisational stakeholders			
2. Be able to understand primary and secondary stakeholder expectations		2.1 Differentiate between the expectations of primary and secondary organisational stakeholders 2.2 Discuss monitoring systems for analysing the achievement of primary and secondary organisational stakeholder expectations			
3. Be able to understand methods for developing offerings to primary and secondary organisational stakeholders		3.1 Identify opportunities for analysing offerings to primary and secondary organisational stakeholders 3.2 Develop an offering for a primary or secondary organisational stakeholder that would impact on stakeholder expectations 3.3 Devise a method which reviews the impact of the developed offering on the stakeholder			



Title:	Understanding organisational culture, values and behaviour				
Unit aim:	This unit is about understanding organisational culture, organisational and individual values, and their impact on behaviour.				
Level:	4	Unit Number:	4003	QCA Unit Number	T/502/2158
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand the concept of culture to an organisation		1.1 Determine a framework for analysing organisational culture 1.2 Explain internal and external factors that could influence organisational culture 1.3 Evaluate the current organisational culture			
2. Be able to understand the impact of values that underpin individual and organisational performance		2.1 Discuss the concept of values to an organisation 2.2 Outline the concept of values to an individual 2.3 Describe how the manager's personal values can influence interaction with team members			
3. Be able to understand the relationship between values and behaviour		3.1 Analyse how organisational values can affect organisational behaviour 3.2 Analyse how organisational values can affect individual behaviour 3.3 Identify how individual values can influence the behaviours of a team			



Title:	Understanding team dynamics				
Unit aim:	This unit is about the skills to manage groups and teams, understanding their norms and development, and the skills of managing remote, displaced or virtual teams.				
Level:	4	Unit Number:	4004	QCA Unit Number	A/502/2159
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand the differences between groups and teams		1.1 Compare differences between a 'group' and a 'team' 1.2 Identify the practical implications of differences between groups and teams for the manager 1.3 Explain situations when the formation of a group and/or a team would be necessary			
2. Be able to understand the concept of formal and informal group norms		2.1 Identify the definitions of formal and informal group norms 2.2 Discuss the evolution of formal and informal group norms 2.3 Examine the process of changing formal and informal group norms 2.4 Describe the value of formal and informal group norms			
3. Be able to understand group development and maturity		3.1 Discuss the stages of group development and maturity 3.2 Explain factors which could influence the cohesiveness of work groups 3.3 Evaluate the advantages and disadvantages of cohesive work groups			
4. Be able to understand management of remote, displaced or virtual teams		4.1 Discuss the advantages of a remote, displaced or virtual team 4.2 Discuss the disadvantages of a remote, displaced or virtual team 4.3 Analyse the communication and leadership skills required to manage a remote, displaced or virtual team			



Title:	Management report writing				
Unit aim:	This unit is about the skills of writing a management report, developing report objectives, gathering and analysing data and information, and drawing conclusions and making recommendations to meet objectives.				
Level:	4	Unit Number:	4005	QCA Unit Number	M/502/2160
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand the purpose of management reporting		1.1 Determine circumstances which could require a management report 1.2 Compare the methods of management reporting available to a manager 1.3 Recommend a method of management reporting to achieve a management objective			
2. Be able to understand the construction of a written management report		2.1 Construct the terms of reference for a report 2.2 Identify the component parts of a written management report 2.3 Produce conclusions and recommendations that meet the report objective or terms of reference			
3. Be able to understand the collection and analysis of data and information required for a written management report		3.1 Distinguish between data and information 3.2 Create criteria to select data and information 3.3 Evaluate methods to analyse data and information			



Title:	Management and leadership influencing skills				
Unit aim:	This unit is about management and leadership influencing skills which can be employed and their impact on the achievement of individual and task objectives.				
Level:	4	Unit Number:	4006	QCA Unit Number	T/502/2161
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand the sources of authority and leadership influence		1.1 Discuss the concept of leadership by authority 1.2 Discuss the concept of leadership influence 1.3 Describe a framework for managerial leadership			
2. Be able to understand management and leadership influencing skills		2.1 Apply the skills needed to communicate a clear vision and sense of common purpose for the team 2.2 Explain the skills needed to develop personal responsibility for people and task objectives 2.3 Summarise the skills needed to create a culture which could influence and encourage team members			
3. Be able to understand the application of delegation and empowerment		3.1 Describe the application of delegation and management control in achieving objectives 3.2 Evaluate empowerment, and its implementation, on team and task objectives 3.3 Identify the results of delegation and empowerment on management and leadership influence			



Title:	Promoting equality and diversity				
Unit aim:	This unit is about promoting equality and valuing the diversity of individuals' and teams.				
Level:	4	Unit Number:	4008	QCA Unit Number	F/502/2163
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand legislation, regulations, policies, and codes of practice relevant to equality and valuing of diversity		1.1 Describe the need to acknowledge and recognise individuals' background and beliefs 1.2 Discuss the need to respect diversity, value people as individuals and not discriminate against individuals 1.3 Describe the process of providing individuals with the information needed for them to make informed decisions about exercising their rights			
2. Be able to understand how organisation and individual behaviour affects individuals and teams		2.1 Illustrate how individual behaviour can affect an individual and a team 2.2 Describe how organisational behaviour can affect an individual and a team 2.3 Collect and analyse feedback from individuals on personal behaviour 2.4 Devise an improvement plan based upon received feedback			
3. Be able to understand how to encourage equality and diversity in others		3.1 Identify and challenge others when they are not promoting equality and valuing diversity 3.2 Provide opportunities to help others to promote equality and value diversity 3.3 Discuss sources from which to seek support when experiencing difficulty in understanding how to promote equality and value diversity			

