

CMI Level 5 Management & Leadership Qualifications

Credits

Guided Learning Hours

Award - Learners need to complete any combination of units* to a minimum of 6 credits 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 any combination of units* to a minimum of 38 credits to achieve the qualification

Extended Diploma - complete all core units from Group A, at least one unit from Group B and a minimum of 19 credits from Group C – an overall total of at least 62 credits to achieve the qualification

Chartered Manager eligibility– Minimum 3 years management experience plus achievement of Level 5 Diploma/Extended Diploma – for details see the last page of this document

Group A		Credits	GLH
Unit 5001V1	Personal development as a manager and leader	6	20
Unit 5002V1	Information based decision making	7	25
Unit 5004V1	Practices of resource management	7	25
Unit 5005V1	Meeting stakeholder and quality needs	6	20
Unit 5006V1	Conducting a management project	10	35
Group B		Credits	GLH
Unit 5003V1	Managing team and individual performance	9	30
Unit 5012V1	Being a leader	7	30
Group C		Credits	GLH
Unit 5007V1	Organisational financial management	9	30
Unit 5008V1	Conducting a marketing plan	9	30
Unit 5009V1	Project development and control	6	20
Unit 5010V1	Planning for development	6	20
Unit 5011V1	Managing recruitment, selection and induction	7	25
Unit 5013V1	Leadership practice	7	30
Unit 5020V1	Introduction to management and leadership	7	45
Unit 5021V1	Operational risk management	7	25
Unit 5022V1	Organisational corporate social responsibility	7	30
* The following Group C units can only be chosen as part of the Extended Diploma			
Unit 6002V1	Ethical organisational management	7	30
Unit 6003V1	Planning a change process	7	25
Unit 6004V1	Leading equality and diversity	7	30
Unit 6005V1	Developing and managing networks	7	25
Unit 6007V1	Managing ideas and innovation	7	25
Unit 6008V1	Managerial decision making	7	25

Please read on for details of each unit



Title:	Personal development as a manager and leader				
Unit aim:	This unit is about improving individual management and leadership skills and competencies against objectives.				
Level:	5	Unit Number:	5001	QCA Unit Number	T/501/5033
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 assess and plan for personal professional development		1.1 Explain the importance of continual self-development in achieving organisational objectives 1.2 Assess current skills and competencies against defined role requirements and organisational objectives 1.3 Identify development opportunities to meet current and future defined needs 1.4 Construct a personal development plan with achievable but challenging goals			
2. Be able to plan for the resources required for personal professional development		2.1 Identify the resources required to support the personal development plan 2.2 Develop a business case to secure the resources to support the personal development plan			
3. Be able to implement and evaluate the personal development plan		3.1 Discuss the processes required to implement the personal development plan 3.2 Evaluate the impact of the personal development plan on the achievement of defined role requirements and organisational objectives 3.3 Review and update the personal development plan			
4. Be able to support and promote staff welfare		4.1 Discuss the relationship between staff welfare and organisational objectives 4.2 Explain the process for assessing staff welfare 4.3 Identify the actions to be taken by the manager in dealing with a staff welfare issue 4.4 Describe how to communicate responsibilities for staff welfare to the team 4.5 Discuss records that may be maintained to demonstrate that staff welfare is supported			



Title:	Information based decision making				
Unit aim:	This unit is about the communication and use of information to support decision making.				
Level:	5	Unit Number:	5002	QCA Unit Number	A/501/5034
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 identify and select sources of data and information		1.1 Examine the nature of data and information 1.2 Evaluate relevant sources of data and information 1.3 Discuss the criteria for selection of data and information 1.4 Identify the legal requirements relating to the collection, use and storage of data and information			
2. Be able to analyse and present information to support decision making		2.1 Evaluate the decision making models which are used to support decision making 2.2 Identify those to be involved in analysing information and decision making 2.3 Evaluate methods of presenting decisions made			
3. Be able to communicate the results of information analysis and decisions		3.1 Evaluate methods of communicating decisions made 3.2 Discuss the processes for implementing a communications method 3.3 Evaluate the implementation of a communications method			



Title:	Managing team and individual performance				
Unit aim:	This unit is about the management of individual and team performance.				
Level:	5	Unit Number:	5003	QCA Unit Number	F/501/5035
Credit value:	9	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify and agree performance objectives		1.1 Explain the links between individual, team and organisational objectives 1.2 Identify the selection of individual and team objectives for agreement 1.3 Identify areas of individual and team responsibility in achieving objectives 1.4 Identify the need to create an environment of trust and support with others			
2. Be able to assess performance against objectives and provide feedback		2.1 Evaluate individual and team performance against objectives 2.2 Examine methods of providing feedback to individuals and teams in relation to their performance against agreed objectives 2.3 Examine the causes of conflict, and strategies to minimise or prevent conflict 2.4 Explain recording systems for performance assessment for individuals or teams			
3. Be able to provide advice, guidance and support to improve performance		3.1 Examine how the performance improvement cycle can support an individual and the team to improve their performance 3.2 Discuss the indicators of poor performance 3.3 Evaluate a range of methods that support performance improvement			
4. Be able to apply the organisation's disciplinary and grievance procedures		4.1 Discuss the organisation's disciplinary and grievance procedures 4.2 Examine the role of the manager in implementing both a disciplinary and a grievance procedure 4.3 Summarise key aspects of legislation that applies to an organisation's disciplinary and grievance procedures			



Title:	Practices of resource management				
Unit aim:	This unit is about identifying, planning, using and evaluating resources to meet objectives.				
Level:	5	Unit Number:	5004	QCA Unit Number	J/501/5036
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 identify and plan resources needed to meet objectives		1.1 Identify those resources required to achieve objectives 1.2 Explain the process of planning resource use to achieve objectives 1.3 Analyse the costs associated with the resources required to achieve objectives			
2. Be able to select and use the resource supply chain to meet planned objectives		2.1 Evaluate sources of supply to meet planned objectives 2.2 Explain processes to manage the supply, continuity and quality of resources to meet plans 2.3 Describe strategies used to predict and manage disruption in resource supply, and the associated costs			
3. Be able to monitor and evaluate internal and external resource use to meet plans		3.1 Review progress of actual resource use against planned resource use 3.2 Discuss methods of recording, monitoring and reporting resource used 3.3 Explain methods of using resource information to inform future actions.			



Title:	Meeting stakeholder and quality needs				
Unit aim:	This unit is about meeting stakeholder requirements to agreed quality standards and seeking improvements.				
Level:	5	Unit Number:	5005	QCA Unit Number	L/501/5037
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 identify stakeholders and their requirements		1.1 Determine organisational stakeholders and their expectations 1.2 Discuss methods of meeting stakeholder expectations or requirements 1.3 Evaluate methods of communicating stakeholders' requirements with team members 1.4 Explain processes for updating information on stakeholder requirements			
2. Understand how to apply and improve quality standards		2.1 Evaluate the meaning of quality to an organisation 2.2 Establish how to apply organisational quality policies and procedures 2.3 Determine how to encourage staff to contribute ideas to improving quality			
3. Be able to conduct a quality audit		3.1 Conduct a quality audit and make recommendations for improvement			
4. Understand how to promote continuous improvement and change		4.1 Discuss the concept of and need for continuous improvement 4.2 Evaluate work activities and identify areas for improvement 4.3 Determine a range of methods that can be used to encourage staff to contribute ideas for continual improvement			



Title:	Conducting a management project				
Unit aim:	This unit is about identifying, researching and producing a work-related project and evaluating its impact.				
Level:	5	Unit Number:	5006	QCA Unit Number	R/501/5038
Credit value:	10	Guided Learning Hours	35		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify and justify a management project		1.1 Determine a management area for investigation that has an implication for a work-related area 1.2 Identify the aim, scope and objective of the project 1.3 Justify the aim and objective of the project			
2. Be able to conduct research using sources and analyse data and options		2.1 Identify sources of data and information for the project 2.2 Analyse the data and information for options or alternatives that meet the project aim 2.3 Determine an option or alternative that meets the project aim			
3. Be able to make conclusions and recommendations that achieve the project aim		3.1 Evaluate the research to make conclusions 3.2 Recommend a course of action to meet the project aim 3.3 Assess the impact of the project recommendations			
4. Be able to show and review the results of the project		4.1 Determine the medium to be used to show the results of the project 4.2 Produce the results of the project 4.3 Discuss the impact of the project on the work-related area			



Title:	Organisational financial management				
Unit aim:	This unit is about financial systems and controls and the impact of external factors on organisational financial management.				
Level:	5	Unit Number:	5007	QCA Unit Number	Y/501/5039
Credit value:	9	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how to control a financial system to meet objectives		1.1 Assess the relationship(s) between a financial system or function and other systems or functions in an organisation 1.2 Describe the systems of accounts and financial statements used to control a financial system 1.3 Analyse financial information contained in a set of accounts or financial statements			
2. Be able to identify and use a range of financial controls		2.1 Construct a budget for an area of management responsibility 2.2 Develop budgetary control systems and compare actuals with planned expenditure 2.3 Discuss corrective actions to be taken in response to budgetary variations 2.4 Identify conflicts that can occur with management control systems and how these could be resolved or minimised			
3. Be able to understand the sources and availability of finance to an organisation		3.1 Define the current and potential sources of finance that support organisational activities 3.2 Evaluate the distribution of finance in support of organisational activities 3.3 Evaluate the monitoring and control of finance employed in support of organisational activities			



Title:	Conducting a marketing plan				
Unit aim:	This unit is about understanding the role of marketing, the organisation's current market position and planning for widening markets.				
Level:	5	Unit Number:	5008	QCA Unit Number	L/501/5040
Credit value:	9	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the role of marketing in achievement of organisational objectives		1.1 Explain marketing as a tool in the management process 1.2 Describe the role of marketing in identifying and predicting the needs of current and potential stakeholders			
2. Understand the organisation's current markets and/or sectors in which it operates		2.1 Evaluate the current position of the organisation within its chosen sector or market 2.2 Determine a future market or sector position for the organisation in line with organisational objectives 2.3 Identify other parts of the organisation which are impacted and involved in a future market or sector plan			
3. Be able to develop a marketing plan that contributes to achievement of organisational objectives		3.1 Construct a marketing plan that supports current market or sector and targets potential new markets or sectors 3.2 Devise strategies to support the implementation of the marketing plan 3.3 Implement the marketing plan 3.4 Assess the progress of the marketing plan 3.5 Evaluate how well the implementation of the marketing plan meet with the organizational objectives			



Title:	Project development and control				
Unit aim:	This unit is about understanding projects, developing project plans and management strategies, and ensuring projects achieve objectives with targets.				
Level:	5	Unit Number:	5009	QCA Unit Number	R/501/5041
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 components of project stages and lifecycle		1.1 Describe the component stages of a project 1.2 Define a project lifecycle from conception to commissioning or hand over 1.3 Assess where projects fit in operational management activities			
2. Be able to describe project methodologies and their application		2.1 Discuss standard approaches available to manage projects 2.2 Describe the process of developing an effective project management environment 2.3 Discuss identification of and communication with all project stakeholders 2.4 Identify the fundamentals of a business case to support a project			
3. Be able to develop a project plan, identify and mitigate risks and construct a monitor and review strategy		3.1 Design a project plan to achieve a specified objective 3.2 Identify the financial components including risk appraisal, which need to be developed for effective project design and control			
4. Be able to construct a monitoring and review strategy		4.1 Construct a monitoring and reviewing strategy for the project that assesses the impact and achievement of the project			



Title:	Planning for development				
Unit aim:	This unit is about planning human resource requirements to enable work objectives to be met and providing objective development opportunities for individuals.				
Level:	5	Unit Number:	5010	QCA Unit Number	Y/501/5042
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 devise a human resource plan for a work area, to meet organisational objectives		1.1 Evaluate criteria required to identify human resources for a work area 1.2 Evaluate techniques to assess the capabilities of a team to meet objectives 1.3 Construct a human resource plan for a work area			
2. Be able to identify and plan for individual development to meet organisational objectives		2.1 Assess the abilities and capabilities of staff to meet current and future objectives 2.2 Develop a personal development plan for an individual to meet current and future objectives 2.3 Agree personal development plans with individuals			
3. Be able to initiate a personal development plan for an individual and evaluate progress		3.1 Identify the support required to initiate the personal development plan 3.2 Initiate the plan against agreed objectives			
4. Be able to evaluate the progress of the plan		4.1 Review and monitor progress of the plan against agreed objectives 4.2 Evaluate the plan on completion 4.3 Assess the impact of the personal development plan on organisational objectives			



Title:	Managing recruitment, selection and induction				
Unit aim:	This unit is about identifying a need for staff, selecting objectively and inducting effectively within legal and organisational requirements.				
Level:	5	Unit Number:	5011	QCA Unit Number	D/501/5043
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the impact of both the law and organisational procedures on the process of recruitment and selection		1.1 Summarise the the legal instruments impacting on staff recruitment and selection 1.2 Identify organisational procedures and processes that affect staff recruitment and selection 1.3 Discuss fairness, objectivity and equality of opportunity as elements of recruitment and selections			
2. Be able to present a reasoned case for changes in staffing resources, identifying personnel requirements		2.1 Analyse staffing resources to meet current and future objectives 2.2 Develop a job description 2.3. Develop a person specification 2.4 Construct a case for additional staffing resources			
3. Be able to conduct a selection process, justify a decision and keep necessary records		3.1 Discuss the stages of a selection process 3.2 Evaluate methods to support a selection decision 3.3 Identify where records are kept, and the nature of those records 3.4 Evaluate the selection process			
4. Be able to communicate the selection decisions		4.1 Identify the communications required during a selection process 4.2 Develop an induction plan for an appointed candidate 4.3 Review the impact of the recruitment and selection process and the appointed candidate on the objective of the case for the additional staffing resource			
5. Be able to plan induction for the appointed candidate		5.1 Develop an induction plan for an appointed candidate			



Title:	Being a leader				
Unit aim:	This unit is about understanding and applying leadership skills and the understanding of ethical and cultural issues within the organisation.				
Level:	5	Unit Number:	5012	QCA Unit Number	D/501/8136
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand an organisation's ethical and value-based approach to leadership		1.1 Evaluate the impact of the organisation's culture and values on leadership 1.2 Discuss how organisational specific, legal, regulatory and ethical requirements impact on leadership demands 1.3 Evaluate current and emerging social concerns and expectations impacting on leadership in the organisation			
2. Understand leadership styles		2.1 Evaluate the relationship between management and leadership 2.2 Evaluate leadership styles 2.3 Discuss why leadership styles need to be adapted in different situations			
3. Understand the leadership skills required to ensure team involvement and achievement of objectives		3.1. Discuss how to establish a culture of professionalism, mutual trust, respect and support within the team 3.2 Evaluate the impact of a leader's clear focus in leading the team in the achievement of these objectives 3.3. Evaluate how the leader supports and develops understanding of the organisation's direction 3.4 Discuss how leadership styles are adapted to meet changing needs, and to enable team development and commitment			



Title:	Leadership practice				
Unit aim:	This unit is about the links between management and leadership, key leadership principles and leadership theory.				
Level:	5	Unit Number:	5013	QCA Unit Number	H/501/8137
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the links and differences between management and leadership		1.1 Discuss the concept of managers as effective leaders 1.2 Discuss the concept of leaders as effective managers 1.3 Evaluate the balance needed between the demands of management and the demands of leadership			
2. Understand leadership principles that support organisational values		2.1 Evaluate the role of the leader in contributing to the creation of the organisation's vision, and in its communication to others 2.2 Evaluate how personal energy, self-belief and commitment impact on leadership styles 2.3 Identify how empowerment and trust through ethical leadership impact on organisational practice			
3. Be able to understand and apply leadership styles to achieve organisational objectives		3.1 Distinguish between two different leadership styles 3.2 Assess the practical value of a leadership style to a manager in achieving organisational objectives 3.3 Discuss situational variables likely to influence the choice of a leadership style			



Title:	Introduction to Management and Leadership				
Unit aim:	This unit is about the foundation skills and knowledge of a senior/middle manager and leader				
Level:	5	Unit Number:	5020	QCA Unit Number:	A/601/2869
Credit value:	7	Guided Learning Hours:	45		
Learning outcomes <i>The learner will:</i>	Assessment criteria <i>The learner can:</i>				
1.Understand the purpose of a personal development plan.	1.1. Explain the purpose of a personal development plan for the middle manager and the organisation. 1.2. Discuss a management style and its impact on the middle manager's need to work with others.				
2.Be able to construct a personal development plan	2.1 Construct a personal development plan that addresses the middle manager's short and longer term needs.				
3. Be able to understand data and information, and their use in meeting stakeholders' needs.	3.1. Determine the differences between data and information, and show quantitative and qualitative examples 3.2. Identify organisational stakeholders, 3.3 Explain stakeholders' needs from the organisation, 3.4 Identify data or information available on these stakeholders.				
4.Be able to develop a plan that meets a stakeholder needs	4.1. Develop a plan that meets a stakeholder need, including resources required.				
5. Understand selection processes, performance development and team welfare.	5.1. Discuss the general principles and processes of recruiting and selecting staff. 5.2. Determine a method that identifies poor performance 5.3 Determine a process for supporting performance improvement. 5.4. Assess the impact of encouraging team welfare on the achievement of objectives.				



Title:	Operational Risk Management				
Unit Aim:	This unit is about understanding risk, assessing risk, implementing and evaluating risk management activities				
Level:	5	Unit Number:	5021	QCA Unit Number:	D/601/2881
Credit value:	7	Guided Learning Hours:	25		
Learning Outcomes <i>The learner will:</i>			Assessment Criteria <i>The learner can:</i>		
1. Understand the concept of risk management			1.1 Discuss the meaning of risk to an organisation 1.2 Define the responsibilities for risk management at operational management level 1.3 Explain a risk management model		
2. Understand the identification of risk and risk probability			2.1 Develop and justify risk management criteria against which risk can be assessed 2.2 Identify and evaluate techniques to specify risk and risk interdependencies 2.3 Analyse a risk management model to quantify risk		
3. Be able to manage risk response			3.1 Evaluate the level of risk against pre-established criteria 3.2 Select and evaluate activities to eliminate, mitigate, deflect or accept risk 3.3 Determine a process for implementing and managing a disaster recovery plan		



Title:	Organisational Corporate Social Responsibility				
Unit Aim:	This unit is about understanding the organisational strategy for Corporate Social Responsibility, developing an implementation plan, delivering the plan and evaluating and reporting results				
Level:	5	Unit Number:	5022	QCA Unit Number:	D6012878
Credit value:	7	Guided Learning Hours:	30		
Learning Outcomes <i>The learner will</i>			Assessment Criteria <i>The learner can:</i>		
1. Understand the principles of an organisational Corporate Social Responsibility strategy			1.1. Explain the environmental, social and governance, principles of Corporate Social Responsibility 1.2. Discuss the links between an organisational Corporate Social Responsibility strategy and the organisation's internal stakeholders 1.3. Discuss the links between an organisational Corporate Social Responsibility strategy and the organisation's external stakeholders 1.4. Assess the impact of an organisational Corporate Social Responsibility strategy on corporate governance		
2. Understand the results of an organisational Corporate Social Responsibility strategy on organisational performance			2.1 Explain how a Corporate Social Responsibility strategy for stakeholders can affect organisational performance 2.2 Identify how a Corporate Social Responsibility strategy for product/service safety and quality can affect organisational performance 2.3 Review the regulatory standards that protect customers/consumers and other competitive organisations		
3. Be able to implement and evaluate an organisational Corporate Social Responsibility Strategy at the operational level			3.1 Devise a plan to deliver the Corporate Social Responsibility strategy at an operational level 3.2 Develop methods to communicate and implement the plan at an operational level 3.3 Discuss methods to evaluate the impact of the plan at the operational level and to report the results		



Title:	Ethical organisational management				
Unit aim:	This unit is about the principles of organisational ethics, the effect on corporate social responsibility, and leading and managing organisational ethics in differing cultural values systems and ideologies				
Level:	6	Unit Number:	6002	QCA Unit Number	K/502/2173
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the principles of organisational ethics		1.1 Discuss the concept of ethics in an organisational context 1.2 Evaluate those factors which could influence organisational ethics 1.3 Outline the effect of organisational ethics on corporate social responsibilities			
2. Understand ethical codes and related legislation		2.1 Evaluate an organisational code of ethics 2.2 Interpret ethically related legislation impacting upon organisational accountability 2.3 Evaluate the impact of ethical values and concepts to the different cultures and societies in which organisations may operate			
3. Understand an integrated approach to business ethics and corporate social responsibility		3.1 Describe values and beliefs on which ethical decisions can be made by individuals, groups and senior managers in an organisation 3.2 Discuss how a values and beliefs strategy in different cultures and societies could influence their attitudes to the organisation 3.3 Discuss an ethical organisational approach that could recognise and/or respect other cultural value systems or ideologies			



Title:	Planning a change process				
Unit aim:	This unit is about identifying opportunities for change, modelling the change process and managing the change to produce expected outcomes				
Level:	6	Unit Number:	6003	QCA Unit Number	M/502/2174
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the forces for change in an organisation		1.1 Determine the organisation's position in the sector and market within which it operates 1.2 Identify an opportunity for change, in support of the organisation's objectives 1.3 Discuss a model or method to identify a change process and the communication of that change process			
2. Be able to assess the impact of the change process		2.1 Evaluate the impact of the change process on individuals in the organisation 2.2 Assess the impact of the change on organisational stakeholders 2.3 Analyse the impact of the change on achievement of organisational objectives			
3. Be able to plan the change process		3.1 Describe how to secure support for the change process from senior management 3.2 Demonstrate how individuals in the organisation will be supported during the change process 3.3 Construct a plan to implement and monitor the change process 3.4 Analyse the outcome of the change process against the change plan and organisational objectives			



Title:	Leading equality and diversity				
Unit aim:	This unit is about organisational commitment to equality and diversity, and its application and support throughout the organisation				
Level:	6	Unit Number:	6004	QCA Unit Number	T/502/2175
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the commitment to equality of opportunity and diversity		1.1 Evaluate the organisation's commitment to equality of opportunity and diversity 1.2 Discuss how behaviour, actions and words, of all members of the organisation, support the commitment to equality of opportunity and diversity 1.3 Identify organisational and personal responsibilities and liabilities under equality legislation and/or codes of practice			
2. Be able to conduct the application of equality of opportunity and diversity		2.1 Describe the organisation's equality and diversity policies and how these are communicated within the organisation 2.2 Assess the application of the organisation's commitment to equality of opportunity and diversity 2.3 Conduct a review of the diversity of the workforce against the local and/or national population and identify areas for review			
3. Understand the needs of others in relation to equality of opportunity and diversity		3.1 Explain the requirement to understand individuals' needs, feelings and motivations, and to take an interest in their concerns 3.2 Evaluate the impact of showing respect to others, recognising their value and upholding their rights 3.3 Describe the need for integrity, fairness and consistency in dealings with individuals 3.4 Outline a process for dealing with others whose behaviours, words or actions do not support a commitment to equality of opportunity or diversity			



Title:	Developing and managing networks				
Unit aim:	This unit is about developing managerial networks, capitalising on those networks and using data or information gained to inform the organisation's objectives				
Level:	6	Unit Number:	6005	QCA Unit Number	A/502/2176
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 develop personal networks to support current and future organisational objectives		1.1 Create and maintain personal networks of contacts to meet current and future objectives 1.2 Identify network members who are aware of the benefits of networks, and possess influence and skills 1.3 Discuss boundaries of confidentiality within the networks			
2. Be able to collect data or information from the networks can inform on the environment in which the organisation operates		2.1 Design a data or information gathering process to produce information from networks to assist in organizational planning and operations 2.2 Evaluate data or information gathered from networks to support organizational planning and decision making 2.3 Using data or information gathered from networks ,devise or assess future scenarios within the environment in which the organisation operates			
3. Be able to use the skills of encouraging and supporting implementation of ideas, from the network across the organisation		3.1 Outline an idea from the network which will benefit the organisation 3.2 Compare the balance of risks against benefits that may arise from the idea 3.3 Devise communication methods that encourage and support acceptance of the idea for the organisation			



Title:	Managing ideas and innovation				
Unit aim:	This unit is about encouraging and supporting the identification and practical implementation of ideas and innovation across the organisation				
Level:	6	Unit Number:	6007	QCA Unit Number	J/502/2178
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the identification of ideas and innovation across the organisation		1.1 Discuss the approaches to the encouragement of ideas generation and innovation across the organisation 1.2 Compare the organisation's strategy to innovation with the organisational objectives 1.3 Determine methods to communicate the innovation strategy across the organisation			
2. Understand the encouragement and support of ideas and innovation across the organisation		2.1 Outline methods to encourage others in the organisation to identify ideas and innovations and the sharing of these ideas and innovations 2.2 Recommend ways to overcome barriers to idea and innovation generation 2.3 Determine methods to encourage and support originators of ideas and innovations			
3. Be able to understand the analysis of ideas and innovations across the organisation		3.1 Evaluate ideas and innovations against the organisation's objectives or opportunities 3.2 Analyse risks and costs of ideas and innovations against benefits 3.3. Recommend a course of action to implement an idea and innovation. 3.4. Define a process that rewards the originators and developers of an idea and innovation.			



Title:	Managerial decision making				
Unit aim:	This unit is about the challenges and skills of making difficult or unpopular decisions that must be made in support of the organisational objectives				
Level:	6	Unit Number:	6008	QCA Unit Number	L/502/2179
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the communication of the organisation's purpose, values and vision		1.1 Relate the organisation's purpose, values and vision to people across the organisation 1.2 Identify how organisational plans support the organisation's purpose, values and vision 1.3 Discuss methods of motivating people in the organisation to recognise the links between organisational objectives and organisational purpose, values and vision			
2. Be able to support and advise individuals' during periods of setback and change		2.1 Explain the skills necessary to provide support and advice to people during periods of setback and change 2.2 Assess the types of support and advice people may need and how this can be provided			
3. Understand the skills to make difficult decisions		3.1 Analyse the need for integrity, fairness and consistency in managerial decision making 3.2 Justify the need to make decisions in uncertain situations, or when incomplete information is available 3.3 Determine when to take or implement difficult and/or unpopular decisions to support the organisation's purpose, values or vision 3.4 Discuss communication styles that could be used to communicate difficult and/or unpopular decisions			



Exemption Upgrade for Chartered Manager



Application Form

The Chartered Manager Exemption Upgrade to Chartered Manager is open to applicants who have completed a CMI level 5 or above Management Diploma and who have a minimum of 3-years' management experience.

- Chartered Manager is the most prestigious status that can be achieved in the managerial profession
- Provides a professional status and independent endorsement of your ability to manage and lead
- Demonstrates your managerial competence to supplement your functional skills, setting you apart and enhancing employability
- Increases your confidence to make the right decisions to deliver success
- Proves you possess transferable managerial skills that boost your prospects of employment and progression

The criteria for becoming a Chartered Manager includes: 1) Degree level management qualification, 2) minimum of 3 years management experience, 3) proven management competence, 4) a commitment to CMI Professional Standards and ongoing personal development.

This route builds on the knowledge and expertise you have demonstrated through completion of your qualification, providing evidence for criteria 1 and 3 above. Below you will be asked to reflect on the applied learning you have gained throughout your qualification, the improvement in your management practice and the positive, measurable contribution you have made to your organisation.

Applications should be completed at the end of the course and be endorsed by a nominated member of staff from inspired2learn who will then present your application for validation by CMI. Successful applicants will be awarded Chartered Member or Chartered Fellow, dependent on their experience.

Centre Details:

Centre Name:	I2L LTD trading as inspired2learn
Centre Representative:	Barrie Smale
Title and date of Qualification completed:	

Your Details:

Name:			
Email:			
Phone No.:			
Job Title:			
Number of staff who report to you:		Number of employees in your organisation:	



Your Management Experience:

1.	How many years of management experience do you have?	
2.	How many years of strategic management experience do you have?	

Management Assessment:

The following questions are divided into different management disciplines and help us to assess the extent of your management responsibilities and experience. CMI reserves the right to request references to support your answers. *Please delete Yes or No to each of the following questions:*

Managing People

Do you have responsibility for managing a team of people?	Yes	No
Do you regularly lead meetings?	Yes	No
Do you assess and provide formal feedback on the performance of individuals in your team?	Yes	No

Managing Yourself

Do you take responsibility for your own professional development and record your continuing professional development (CPD)?	Yes	No
Do you have a documented personal development plan?	Yes	No
Do you ensure that you have access to and use the information sources necessary for your role and your personal development?	Yes	No

Achievements

Do you manage projects?	Yes	No
Do you develop and implement operational plans for your area?	Yes	No
Do you consistently meet the performance targets set and agreed with you?	Yes	No

Managing Change

Do you manage processes for identifying and implementing innovations in your area of responsibility?	Yes	No
Do you create plans for managing changes in your area of responsibility?	Yes	No
Do you measure the outcomes of innovations or changes?	Yes	No

Managing Finance and Resources

Do you have responsibility for a budget?	Yes	No
Do you consistently work to the budget or agreed variances?	Yes	No
Do you plan resource requirements in light of your targets or objectives?	Yes	No

Strategic Management Experience

Do you develop and implement strategic business plans?	Yes	No
Do you attend and influence high level decision making meetings regarding the strategic direction of the organisation or your division/department?	Yes	No
Do you support and advise people across your organisation on strategic issues?	Yes	No
Do you establish risk management plans for your area of responsibility?	Yes	No
Do you have responsibility for strategic relationships your organisation has with other organisations?	Yes	No



Additional Requirements

You must answer yes to each of the questions below if you wish to proceed with your application for Chartered Manager status. Please circle your answer yes or no next to each of the questions:

Do you confirm that you agree to the Terms and Conditions of CMI membership available via www.managers.org.uk/terms? **Yes** **No**

In accepting any offer of CMI membership you are also agreeing that you understand and will abide by the CMI Code of Practice for Professional Managers available at www.managers.org.uk. Do you agree to do so? **Yes** **No**

In accepting any offer of a Chartered grade of CMI membership you are committing to completing and maintaining a Continuing Professional Development record which could be requested for inspection from you at any point. The CMI provides both guidance on CPD and a recording system at www.managers.org.uk. Do you agree to maintain CPD? **Yes** **No**

To retain your Chartered status, you agree to pay your annual membership fee, renewal 12 months after initial award. **Yes** **No**

Chartered Manager Application

Please complete the following questions in your own words. We recommend you complete each question in no more than three hundred words. Please [click here](#) to view an exemplar completed application.

1. Looking back over the last 18 months, explain the contribution or influence you have had upon your organisation's performance. Please ensure that your answer makes reference to the management activities and skills that you have used

2. Describe how you have applied the learning gained from your recent studies to inform and improve your managerial practice. Please ensure that you explain what you have achieved as a result of applying your learning

3. Considering the CMI Code of Practice, describe your recent management performance from an ethical perspective. Explain why is it important to ensure that your behaviour and that of your team members is acceptable in terms of the standards of the wider society in which we operate

4. Describe your planned learning over the next 18 months to further develop your management & leadership skills. Please provide at least two examples of planned learning and details of how they relate to your role/development

Centre endorsement - I confirm that the above person successfully completed the work based elements of our programme and that the statements confirm work based contribution, applied learning and future development plans.

Endorsed by: (Print name & Job Title)	BARRIE SMALE - DIRECTOR
Sign & Date:	

