

CMI Level 6 Management & Leadership Qualifications

Credits

Guided Learning Hours

Award - need to complete ONE unit from Group A and B* to a minimum of 7 credits to achieve the qualification.

Certificate - Learners need to complete any combination of units in Group A and B* to a minimum of 14 credits to achieve the qualification.

Diploma – Learners need to complete ALL core units (Group A) and ONE optional unit (Group B) to a total of at least 41 credits to achieve the qualification.

Chartered Manager eligibility– Minimum 3 years management experience plus achievement of Level 6 Diploma – for details see the last page of this document

GROUP A		Credits	GLH
Unit 6001V1	Managing organisational culture	7	30
Unit 6002V1	Ethical organisational management	7	30
Unit 6003V1	Planning a change process	7	25
Unit 6004V1	Leading equality and diversity	7	30
Unit 7001V1*	* NB – this unit can only be chosen as part of the Diploma Personal development as a strategic leader	6	20
GROUP B		Credits	GLH
Unit 6005V1	Developing and managing networks	7	25
Unit 6006V1	Organisation structures	7	30
Unit 6007V1	Managing ideas and innovation	7	25
Unit 6008V1	Managerial decision making	7	25
Unit 7013V1	* NB – this unit can only be chosen as part of the Diploma Strategic leadership	7	30

Please read on for details of each unit



Title:	Managing organisational culture				
Unit aim:	This unit is about organisational culture, its impact on strategy, performance and the development of appropriate cultures; it also addresses national cultural difference.				
Level:	6	Unit Number:	6001	QCF Unit	F/504/9041
Credit value:	7	Guided Learning Hours	30		
Learning outcomes	Assessment criteria				
1. Understand how organisational culture can impact on organisational behaviour	1.1 Analyse the concept of culture to organisations 1.2 Compare the traits of power culture, role culture, task culture and person culture 1.3 Evaluate internal and external factors that could influence organisational culture, including national cultures				
2. Understand the relationship between organisational culture, strategy and performance	2.1 Identify values and cultures that encourage behaviours consistent with organisational strategy 2.2 Evaluate personal managerial behaviours that reinforce organisational values and cultures 2.3 Establish how to communicate organisational values to the organisation that motivate the organisation to apply these values				
3. Understand the techniques of cultural development	3.1 Discuss the tools available to an organisation to identify and develop its culture 3.2 Devise methods of dealing with messages and behaviours which are in conflict with organisational values 3.3 Determine legitimate strategies and tactics to influence people in support of organisational values				



Title:	Ethical organisational management				
Unit aim:	This unit is about the principles of organisational ethics, the effect on corporate social responsibility, and understanding organisational ethics in differing cultural values systems and ideologies.				
Level:	6	Unit Number:	6002	QCF Unit	J/504/9042
Credit value:	7	Guided Learning Hours	30		
Learning outcomes	Assessment criteria				
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	QCF Unit	L/504/9043
Credit value:	7	Guided Learning Hours	25		
Learning outcomes	Assessment criteria				
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	QCF Unit	R/504/9044
Credit value:	7	Guided Learning Hours	30		
Learning outcomes	Assessment criteria				
1. Understand the commitment to equality of opportunity and diversity	<p>1.1 Evaluate the organisation's commitment to equality of opportunity and diversity</p> <p>1.2 Discuss how behaviour, actions and words, of all members of the organisation, support the commitment to equality of opportunity and diversity</p> <p>1.3 Identify organisational and personal responsibilities and liabilities under equality legislation and/or codes of practice</p>				
2. Be able to conduct the application of equality of opportunity and diversity	<p>2.1 Describe the organisation's equality and diversity policies and how these are communicated within the organisation</p> <p>2.2 Assess the application of the organisation's commitment to equality of opportunity and diversity</p> <p>2.3 Conduct a review of the diversity of the workforce against the local and/or national population and identify areas for review</p>				
3. Understand the needs of others in relation to equality of opportunity and diversity	<p>3.1 Explain the requirement to understand individuals' needs, feelings and motivations, and to take an interest in their concerns</p> <p>3.2 Evaluate the impact of showing respect to others, recognising their value and upholding their rights</p> <p>3.3 Describe the need for integrity, fairness and consistency in dealings with individuals</p>				



Title:	Personal leadership development as a strategic manager				
Unit aim:	This unit is about the leadership skills required by a manager to operate effectively at a strategic level.				
Level:	7	Unit Number:	7001	QCA Unit Number	A/501/5017
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 personal skills to achieve strategic ambitions		1.1 Analyse the strategic direction of the organisation 1.2 Evaluate the strategic skills required of the leader to achieve the strategic ambitions 1.3 Assess the relationship between existing, required and future skills to achieve the strategic ambitions			
2. Be able to manage personal leadership development to support achievement of strategic ambitions		2.1 Discuss the opportunities to support leadership development 2.2 Construct a personal development plan to direct leadership development 2.3 Devise an implementation process for the development plan			
3. Be able to evaluate the effectiveness of the leadership development plan		3.1 Assess the achievement of outcomes of the plan against original objectives 3.2 Evaluate the impact of the achievement of objectives on strategic ambitions 3.3 Review and update the leadership development plan			
4. Be able to advocate a staff welfare environment that supports organisational values		4.1 Evaluate the impact of corporate commitment to staff welfare on organisational objectives 4.2 Discuss how a staff welfare environment can affect achievement of organisational objectives 4.3 Consider the influence of a corporate commitment to staff welfare on the development of organisational values			



Title:	Developing and managing networks				
Unit aim:	This unit is about developing managerial networks, capitalising on those networks by				
Level:	6	Unit Number:	6005	QCF Unit	Y/504/9046
Credit value:	7	Guided Learning Hours	25		
Learning outcomes	Assessment criteria				
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 organisational 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 to 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 organisational planning and operations 2.2 Evaluate data or information gathered from networks to support organisational 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:	Organisational structures				
Unit aim:	This unit is about organisational structures, the system that support them and the impact on the organisation				
Level:	6	Unit Number:	6006	QCF Unit	D/504/9046
Credit value:	7	Guided Learning Hours	30		
Learning outcomes	Assessment criteria				
1. Understand the meaning and nature of organisational structure	<p>1.1. Analyse how the objectives of organisational structure impact organisational culture</p> <p>1.2. Discuss the interrelationship of institutional, managerial and technical levels within an organisational structure</p> <p>1.3. Evaluate the potential sources of organisational ideas and innovations within an organisational structure</p>				
2. Understand the design of organisational structure	<p>2.1. Analyse the variables that influence organisational structure and systems of management</p> <p>2.2. Compare the operational functions of an organisation with those functions which support the achievement of the task</p> <p>2.3. Discuss the implications for an organisation when designing an organisational structure in distinguishing between operational and support functions</p>				
3. Understand advantages and disadvantages of centralisation and decentralisation	<p>3.1. Differentiate between an organisational management system that is centralised and one that is decentralised</p> <p>3.2. Compare the advantages and disadvantages of a centralised and decentralised system</p> <p>3.3. Distinguish between management span of control and management chain of command</p>				



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	QCF Unit	H/504/9047
Credit value:	7	Guided Learning Hours	25		
Learning outcomes	Assessment criteria				
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 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 ideas generation and innovation 2.3 Determine methods to encourage and support originators of ideas and innovation				
3. Be able to analyse and implement ideas and innovation 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 innovation against benefits 3.3 Recommend a course of action to implement an idea or innovation				



Title:	Managerial decision making				
Unit aim:	This unit is about the challenges and skills of making managerial decisions that must be made in support of the organisational objectives, purpose and vision.				
Level:	6	Unit Number:	6008	QCF Unit	K/504/9048
Credit value:	7	Guided Learning Hours	25		
Learning outcomes	Assessment criteria				
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				



Title:	Strategic leadership				
Unit aim:	This unit is about strategic leadership skills and the understanding of ethical and cultural issues within the organisation.				
Level:	7	Unit Number:	7013	QCA Unit Number	K/501/8138
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the organisation's ethical and value-based approach to leadership		1.1 Analyse the impact of the organisation's culture and values on strategic leadership 1.2 Discuss how organisational specific, legal, regulatory and ethical requirements impact on strategic leadership demands 1.3 Evaluate current and emerging social concerns and expectations impacting on strategic leadership in the organisation			
2. Be able to understand strategic leadership styles		2.1 Evaluate the relationship between strategic management and leadership 2.2 Evaluate leadership styles and their impact on strategic decisions 2.3 Discuss why leadership styles need to be adapted in different situations and evaluate the impact on the organisation			
3. Be able to understand leadership strategies and their impact on organisational direction		3.1. Evaluate two differing leadership strategies 3.2 Determine situational variables which could cause a change in leadership strategy 3.3. Analyse a leadership strategy to support organisational direction			



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:	



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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:	

