



Chartered Management Institute

Diploma in Management and Leadership

Level 6

STUDENT HANDBOOK

**What the course is all
about
Time Commitments
workshops**

Introduction

Welcome to the Diploma in Management. This programme aims to help you to enhance your leadership skills and to enable you to be an effective manager and provide a progress route in to University or to higher level Management qualifications.

The Chartered Management Institute is the pre-eminent professional body for management. As a chartered body its mission is to promote the art and science of management. By sharing the latest insights and setting standards in management development they help to shape and support the managers of tomorrow enabling them to deliver results in a dynamic world.

This course handbook is designed to explain to you the main structure of the programme, details of the programme delivery and the nature and expectations of the work that you will produce. Within this handbook you will find information which clarifies the level of service which you may expect from us and also what the programme expects from you.

We look forward to working with you over the course of the programme and hope that you enjoy your period of study with us.

Programme aims

To deliver a leadership development programme that encourages a serious approach to leadership & management . The delivery will be in partnership with your organisation who will be allowing us to deliver the Management qualification to provide additional value to your qualifications.

The Diploma in Management is designed to:

- Enhance overall operational/strategic management skills, while reflecting on your own skills and knowledge
- Develop a new generation of leaders equipped with the transferable skills needed to make a difference in a diverse, dynamic, challenging and changing environment.
- Provide a forum for developing best practice, challenging current thinking, and developing independent thought
- Equip you with the leadership skills to make a difference both in the workplace and in the communities you will serve
- Enable open discussion of contemporary issues and challenges faced by leaders and managers
- Encourage like-minded learners to gain new perspectives on management skills, techniques through collaborative learning
- Provide a framework of practical leadership skills that will enhance your future performance and make you a valued member of a management team.

Equal opportunities

ICE Academy believes in equality of opportunity for all students and staff. We are opposed to any form of action, words or institutional practice which discriminates against people on the basis of race, colour, culture, religion, language, ability, disability, gender, age, marital status, sexuality or political affiliation. This means that we are committed to the elimination of discrimination in all forms. Furthermore we recognise the effect of past discrimination and will seek through programmes of legally acceptable positive action to increase the level of participation of students and staff of those groups that are currently underrepresented.

We aim to celebrate the diversity of backgrounds of all of our students and staff and we will challenge discriminatory language or behaviour whenever necessary.

The Chartered Management Institute (C.M.I.)

The Institute is the only Chartered body currently specialising in management, supplying qualifications that are nationally recognised. Enrolment onto a Chartered Management Institute programme provides you with the following benefits:

- Unlimited on-line access to Europe's most comprehensive management information resource, the Management Information Centre (MIC). The MIC has over 80,000 books and articles, which can be delivered to your door upon request. In addition, there are over 100,000 full text articles that can be downloaded from the Web.
- Support for your continued career development from the Institute's on-line *smart* Continuous Professional Development (CPD) scheme.

Complimentary copies of the Institute's own management journal, *Professional Manager*.

Preferential rates on the Institute's own comprehensive range of publications.

The Chartered Management Institute Code of Conduct and

Guides to Professional Management Practice

Introduction

This document is offered as guidance to members in the discharge of their professional responsibilities. It sets out principles, approaches and guidelines, which can be applied, in different contexts according to an individual's judgement. A Code and Guides such as these cannot claim to be comprehensive. Appropriate discussions of any issues requiring resolution is seen as a professional duty. A **professional** is someone who justifiably claims to provide special knowledge and skills of value to society and accepts the duties entailed by that claim, including:

- The attainment and maintenance of high standards of education, training and practical judgement;
Honouring the special trust placed by customers, suppliers, employers, colleagues and the general public.

The professional discharge of such duties within management entails:

- The application of expertise and judgement;
- The motivation and direction of others;
- A positive contribution to achieving the objectives of the organisation

The discharge of one's duties as a professional manager in all sectors of society involves the acceptance and habitual exercise of ethical values. Power and position must not be abused. The professional manager will encounter circumstances or situations in which various values, principles, rules and interests appear to conflict, and may be difficult to harmonise in practice. No ready answer can be given for such circumstance. The best resources, which can be brought to bear, are the professional and personal characteristics and qualities referred to above and described in the following Guides to Professional Management Practice.

Code of Conduct

At all times a member shall uphold the good standing and reputation of the Institute and the profession of management. Members shall:

- Have due regards for and comply with relevant law
- Act with integrity, honesty, loyalty and fairness
- Act within the limits of personal competence
- Follow the Guides to Professional Management Practice, as approved by the Institute's 'Council'
- Have a duty to provide information at the request of any committee or sub-committee of the Institute established to investigate any alleged breach of this Code.

This Code of Conduct forms part of a Bylaw made under Articles 10, 11 and 12 of the Articles of Association of the Chartered Management Institute. A member contravening any section of the Code may be liable to disciplinary action, which could result in expulsion from the Institute.

Guides to Professional Management Practice

1. As regards the Individual Manager ,The Professional Manager should:

- Pursue managerial activities with integrity, accountability and competence.
- Disclose any personal interest, which might be seen to influence managerial decisions.
- Practice an open style of management so far as is consistent with business needs.
- Take active steps for continuing development of personal competence.
- Adopt a reasoned approach to the identification and resolution of conflicts of values, including ethical values.
- Safeguard confidential information and not seek personal advantage from it.
- Exhaust all available internal remedies for dealing with matters perceived as improper, before resorting to public disclosure.
- Encourage the development and maintenance of quality in all management activities.

2. As regards others within the organisation The Professional Manager should, in addition to the above:

- Ensure that others are aware of their responsibilities, areas of authority and accountability.
- Encourage and assist others to develop their potential
- Consider the mental and physical health, safety and well being of others.
- Have regard for matters of conscience of others.
- Have regard for the needs, pressures and problems of others and not discriminate on grounds other than those demonstrably necessary for the task.

3. As regards the organisation

The Professional Manager should, in addition to the above:

- Uphold the lawful policies and practices of the organisation.
- Identify and communicate relevant policies, practices and information.
- Keep under review organisation structure, objectives, practises and information.
- Seek to balance departmental aims in furtherance of the organisation's overall objectives.
- Safeguard the assets and reputations of the organisation.

4. As regards other external to but in direct relationship with the organisation

The Professional Manager should, in addition to the above:

- Ensure that the interests of others are properly identified and responded to in a balanced manner.
- Establish and develop continuing and satisfactory relationships based on mutual confidence.
- Avoid entering into arrangement which unlawfully or improperly affect competitive practice.
- Avoid entering into any agreement or undertaking any activity, which may give rise to a conflict of interest with the organisation or prejudice professional management performance.
- Neither offer nor accept gifts, hospitality or services which could, or might appear to, imply an improper obligation

5. As regards the wider community

The Professional Manager should, in addition to the above:

- Have due regard to the short and long term effects and possible consequence of present and proposed activities, taking action where appropriate.
- Ensure truthfulness in all public communications.
- Seek to conserve resources wherever possible and preserve the environment.
- Respect the customs, practices and reasonable ambitions of other peoples, which may differ from the manager's own.

6. As regards the Chartered Management Institute

The Professional Manager should, in addition to the above:

- Promote the mission, aims and objectives of the Institute.
- Uphold the integrity and good name of the Institute and refrain from conduct, which detracts from its reputation.
- Promote the Institute's professional image and standing.

Mode of study

The programme will be delivered over two intensive workshop sessions. The first session will last for 3 days, and will include an introduction to the qualification and processes, and include the delivery of the knowledge base for the first three modules. There will then be a study gap of between approximately 8 weeks, during which you will receive online e-mail support to complete the assessments for the first three modules.

The second input session will be over 4 days during which you will receive the input for the final 4 units. There will be additional time for one to one tutorials, to supplement the online support.

There will be a final tutorial approximately 8 weeks later, and where an examination unit is required these will be completed within a time frame that ensures they are completed at this final tutorial window.

To succeed you will be required to take charge and manage your learning using the support mechanisms that are built into the programme. The online support is available to assist you and you will have access to WebCT for web-based resources relating to each workshop.

It is envisaged that in addition to attending lectures you will devote a minimum of six hours of self-study per week.

Key Programme Themes

There are key themes that run throughout the programme and you should consider these when planning a piece of work for submission or presentation.

These are:

Leadership, diversity, cultural changes and challenges, collaboration and communication, stakeholder power, community engagement and reassurance, and promotion of services

Induction

At the start of your programme, there will be an induction, to consider aspects of your learning styles and to find out more about the structure and content of the course.

You will learn how to put together a Portfolio, and participate in an Action learning Set. The induction session will introduce you to the broad aims and objectives of the programme, outlining the programme requirements with regard to attendance, assessment and unit content.

Web based support

Web ICT will provide you with additional resources for the programme, and you will be able to access lecture notes and presentations at and other resource materials processions and workshops. The website includes a discussion area, e-mail facilities to tutors and direct links to the chartered management Institute, and other appropriate web sites.

Training on the use of Web ICT and student passwords and user id will be provided in a Research Workshop.

Lectures

The lectures and seminars will allow you to explore the theories and methods of management that underpin the knowledge requirements of the programme relevant to your study, and will prepare you for further study if required.

Personal development

The programme enables you to draw up a personal development plan (PDP) which is specific to your particular needs. This PDP is to be treated as a working document, which is to be reviewed and updated regularly throughout the programme.

The review will enable you to use a self-development Journal to track your learning throughout the course.

Action learning sets

A key feature of the programme is the continued support of your peers through the use of action learning sets. You will have the opportunity during the induction session to experience action learning to support your learning.

We would recommend that you review your self-development Journal after each action learning set in order to embed your own learning.

Presentations

This programme provides you with the opportunity of improving your presentation skills. There will be some individual presentations and opportunities for group presentations. Some of the presentations will be to your fellow students and others will be to college staff. An additional workshop will be provided to help you to enhance your skills.

Skills workshops will be provided also for academic and research skills, financial literacy and report writing.

Course content

The course contains seven units, which are set out in the appendix. Each unit has learning outcomes and an assignment. You may be asked to make a presentation, prepare a report or proposal, or to write an academic essay. Due to the practical nature of this programme, most of the assignments will relate very directly scenarios based within a workplace or current economic setting.

The programme uses a variety of assessment methods to ensure a rigorous approach will maintain the consistency and quality of the work.

In order to fully complete the programme you will need to meet each and every learning outcome. You will have more than one opportunity to meet some of the learning outcomes, but they all need to be evidenced.

One of the assignments will be selected and assessed externally by the Chartered Management Institute

Your assignments should be submitted for assessment on the date specified. They should be posted to or e-mailed with a front sheet. The assignment will be forwarded to the tutor

for assessment and will arrange for those to be returned to you. When you send an assignment in for marking you will receive an e-mail to confirm receipt.

Extensions: it is always recommended on any programme study that you make every effort to achieve all of the target deadlines to avoid work mounting up. However we do appreciate that mature learners with jobs and lives and families sometimes need to extend the submission date. Should you need to extend the submission date you must in apply in writing to the course manager before the date that you were due to submit your assignment. You will need to offer a revised submission date no more than four weeks further into the future. Where there are clearly genuine reasons for extending the deadline by four weeks then these are normally granted.

Plagiarism: acknowledging and referencing the work of others

It is really important when embarking on any programme of academic study that you understand the difference between submitting your own work and ideas and submitting the work of other people.

When you are relying on ideas suggested or written by other people then those ideas need to be properly acknowledged. We use the Harvard referencing system, but details of which are in the appendix.

When you do not acknowledge the work of others through proper referencing of your sources of information, this amounts to plagiarism, which is a serious breach of college regulations and Chartered Management Institute regulations.

Students found to be in breach of plagiarism regulations may be asked to leave the programme with immediate effect.

Presentation of assignments for verification purposes

By the end of your studies you will have assembled a portfolio, which will be submitted for external verification. The portfolio will contain a range of the assignments and evidence that support your claim for certification with each assignment cross-referenced to the assessment criteria for each relevant module.

Your **Portfolio** should contain, in the following order:

- A C. V. and/or a career history
- Your current job description
- A reflective statement, see below.
- Your assessed evidence, i.e. your individual assignments for each module.
- Any materials used in your presentation, together with the feedback from the observing tutor.
- A copy of your project, with associated tutor feedback
- Copies of all assignments.

Reflective Statement:

An early part of the programme requires students to produce a Personal Development Plan (PDP). The reflective statement requires you to revisit your PDP and update this in light of your course studies and recent experiences, where applicable.

Assessment of this statement will be undertaken as part of the portfolio review. The Self-Reflective Logs that you were asked to compile for the ongoing Personal Development Review and Action Learning Sets, should be included.

The statement should consist of no more than 750 words and answer the following questions:

- What were your initial objectives and expectations at the start of the programme?
- What were the areas you identified as the focus for development?

- What areas have been developed through this course?
- What part did Action Learning play in your development?
- If applicable, what areas have been developed at work during the course?
- Has anything outside the course contributed to your development during the time of the course?
- What obstacles did you encounter in tackling this development programme?
- What areas did you find most rewarding and most difficult?
- How do you feel about your achievements during this course?
- What areas do you feel still need developing and how do you intend to continue with your professional development?

Reading List

You have embarked on an academic course of study. You are encouraged to support their studies through background reading, which will also act as a source of academic references.

Your tutor will indicate, where appropriate, recommended further reading text. Membership of CMI enables you to access the Management Information Centre (MIC).

MIC will recommend reading lists, based on text held in their library, appropriate to subject and level of study. Access to MIC can be gained either by accessing the CMI website, www.inst.mgt.org.uk, and www.managers.org.uk/students

Quality Assurance: Internal Verification

A comprehensive system has been developed which ensures a systematic approach to ensuring that standards of assessment are maintained, and that assessors have the necessary support and development required.

The Internal Verifiers will monitor assessments, and may sample your work in order to carry out such checks. The Internal Verifier has the authority to amend grades awarded by the first line assessor. The Internal Verifier will produce a written record of the verification, which will be maintained for review by the programme team and the External Verifier.

External Verification

The Chartered Management Institute has a duty to ensure that assessments within Centres and across Centres are to the same standard. In order to ensure this External Verifiers are appointed by the Chartered Management Institute to monitor Centres. They will normally visit 3 times a year, usually November, March and July. The External Verifier allocated to the college partnership may wish to speak to you regarding the Quality of the programme, as well as sampling their portfolio and/or discuss the evidence to check on the assessment and internal verification systems.

In addition to this, a minimum of one assignment will be set and marked by CMI at each level. Once these procedures have been carried out to the satisfaction of the CMI you will be awarded your Certificate.

Appeals Procedure

The following procedure will apply to students who are dissatisfied with an assessment decision.

- Students should firstly discuss the matter with the tutor responsible for marking their assignment.
- If the matter cannot be resolved the student can appeal in writing, outlining their dissatisfaction to the Internal Verifier.
- The Verifier will acknowledge receipt of the letter within five working days, and will respond to the appeal within 15 working days.
- Should the student remain dissatisfied with the outcome of the appeal, the External Verifier from the Institute of Management will be notified, and his/her decision will be final. -The decision of the Institute will be final.

Progression Pathways

The Chartered Management Institutes Programme of qualifications allows progression through from Level 2 to Level 8, which gives a member Chartered status and is equivalent to a Masters level qualification. The qualifications are part of the QCF framework, that provides a European framework of recognition, and enhances the global value and recognition of the qualifications. The QCF values(credits) allows Universities to use these qualifications as exemptions and entry qualifications for further study. The progression qualifications are listed at the rear of the handbook, to provide reference and assimilation to programmes you are currently studying or work that you are currently engaged in.

Table 1 – Units and rules of combination for Level 6 Award and Certificate Units		Credits	GLH
Unit 6001	Managing organisational culture	7	30
Unit 6002	Ethical organisational management	7	30
Unit 6003	Managing the change process	7	25
Unit 6004	Leading equality and diversity	7	30
Unit 6005	Managerial networks	7	25
Unit 6006	Management systems and structures	7	30
Unit 6007	Managing ideas and innovation	7	25
Unit 6008	Managerial decision making	7	25

Award - Learners need to complete any combination of units to a minimum of 7 credits to achieve the qualification. Range of guided learning hours: 25 - 25

Certificate - Learners need to complete any combination of units to a minimum of 14 credits to achieve the qualification. Range of guided learning hours: 50 - 60

Programme Details

Table 2 – Units and rules of combination for Level 6 Diploma Units		Credits	GLH
Group A			
Unit 6001	Managing organisational culture	7	30
Unit 6002	Ethical organisational management	7	30
Unit 6003	Managing the change process	7	25
Unit 6004	Leading equality and diversity	7	30
Unit 7001	Personal development as a strategic manager	6	20
Group B			
Unit 6005	Managerial networks	7	25
Unit 6006	Management systems and structures	7	30
Unit 6007	Managing ideas and innovation	7	25
Unit 6008	Managerial decision making	7	25
Unit 7013	Being a strategic leader	7	30

Diploma - Learners need to complete all core units (Group A) and three optional units (Group B) to a total of at least 55 credits to achieve the qualification. Range of guided learning hours: 210 - 220

Programme Details

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	QCA Unit Number	H/502/2172
Credit value:	7	Guided Learning Hours			30
Learning outcomes <i>The learner will:</i>			Assessment criteria <i>The learner can:</i>		
1. Be able to 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. Be able to 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 Communicate organisational values to the organisation that motivate the organisation to apply these values		
3. Be able to understand the skills 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 3.4 Evaluate how national differences and cultures can impact on transferability of organisational structures, systems and processes		

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:	Level:	6	Unit Number:	6002	K/502/2173
Credit value:	7	Guided Learning Hours		30	
Learning outcomes <i>The learner will:</i>	Assessment criteria <i>The learner can:</i>				
1. Be able to 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. Be able to 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. Be able to 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:	Managing the 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 The learner will:			Assessment criteria The learner can:		
1. Be able to 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 understand 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 understand the management of 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		

Programme Details

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/502/217 5
Credit value:	7	Guided Learning Hours		30	
Learning outcomes <i>The learner will:</i>			Assessment criteria <i>The learner can:</i>		
1. Be able to 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 understand 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 Review the diversity of the workforce against the local and/or national population and identify areas for review		
3. Be able to 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		

	<p>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> <p>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</p>
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Programme Details

Title:	Managerial 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 <i>The learner will:</i>		Assessment criteria <i>The learner can:</i>			
1. Be able to understand the development of 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 understand how collection of 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 for planning and operational purposes 2.2 Evaluate data or information to support planning and decision making 2.3 Devise or assess future scenarios within the environment in which the organisation operates			
3. Be able to understand the skills of encouraging and supporting implementation of ideas, from the network across the organisation		3.1 Outline an idea from the network for the organisation 3.2 Compare the balance of risks against benefits that may arise from the idea 3.3 Devise communication methods that underpin acceptance of the idea for the organisation			

Programme Details

Title:	Management systems and structures				
Unit aim:	This unit is about the nature of organisational structure, the impact of centralisation and decentralisation on the management task.				
Level:	6	Unit Number:	6006	QCA Unit Number	F/502/2 177
Credit value:	7	Guided Learning Hours			30
Learning outcomes <i>The learner will:</i>			Assessment criteria <i>The learner can:</i>		
1. Be able to understand the meaning and nature of organisational structure			1.1. Compare the objectives of organisational structure and the effect of organisational culture 1.2. Discuss the interrelationship of institutional, managerial and technical levels within an organisational structure 1.3. Evaluate the potential sources of organisational ideas and innovations within an organisational structure		
2. Be able to understand the design of organisational structure			2.1. Analyse the variables that influence organisational structure and systems of management 2.2. Compare the operational functions of an organisation with those functions which support the achievement of the task 2.3. Discuss the implications for an organisation in distinguishing between operational and support functions		
3. Be able to understand advantages and disadvantages of centralisation and decentralisation			3.1. Differentiate between an organisational management system that is centralised and one that is decentralised 3.2. Compare the advantages and disadvantages of a centralised and decentralised system 3.3. Distinguish between management span of control and management chain of command		

Programme Details

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 <i>The learner will:</i>			Assessment criteria <i>The learner can:</i>		
1. Be able to 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 Relate the organisation's strategy to innovation with the organisational objectives 1.3 Determine methods to communicate the innovation strategy across the organisation		
2. Be able to understand the encouragement of innovation across the organisation			2.1 Outline a method to motivate 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 Devise methods to encourage and support originators of ideas and innovations		
3. Be able to understand the analysis of ideas and innovations			3.1 Evaluate ideas and innovations against the organisation's objectives or opportunities 3.2 Analyse risks and costs of ideas and		

	<p>innovations against benefits</p> <p>3.3. Recommend a course of action for an idea and innovation.</p> <p>3.4. Define a process that rewards the originators and developers of an idea and innovation.</p>
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Programme Details

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:	6008	QCA Unit Number	J/502/2178
Credit value:	7	Guided Learning Hours			25
Learning outcomes <i>The learner will:</i>			Assessment criteria <i>The learner can:</i>		
1. Be able to 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 Relate the organisation's strategy to innovation with the organisational objectives 1.3 Determine methods to communicate the innovation strategy across the organisation		
2. Be able to understand the encouragement of innovation across the organisation			2.1 Outline a method to motivate 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 Devise methods to encourage and support originators of ideas and innovations		

<p>3. Be able to understand the analysis of ideas and innovations</p>	<p>3.1 Evaluate ideas and innovations against the organisation's objectives or opportunities</p> <p>3.2 Analyse risks and costs of ideas and innovations against benefits</p> <p>3.3. Recommend a course of action for an idea and innovation.</p> <p>3.4. Define a process that rewards the originators and developers of an idea and innovation.</p>
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Programme Details

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: 6009	QCA Unit Number	L/502/21 79
Credit value:	7	Guided Learning Hours		25
Learning outcomes <i>The learner will:</i>		Assessment criteria <i>The learner can:</i>		
<p>1. Be able to understand the communication of the organisation's purpose, values and vision</p>		<p>1.1 Relate the organisation's purpose, values and vision to people across the organisation</p> <p>1.2 Identify how organisational plans support the organisation's purpose, values and vision</p> <p>1.3 Discuss methods of motivating people in the organisation to recognise the links between organisational objectives and organisational purpose, values and vision</p>		

<p>2. Be able to support and advise individuals' during periods of setback and change</p>	<p>2.1 Explain the skills necessary to provide support and advice to people during periods of setback and change</p> <p>2.2 Assess the types of support and advice people may need and how this can be provided</p>
<p>3. Be able to understand the skills to make difficult decisions</p>	<p>3.1 Analyse the need for integrity, fairness and consistency in managerial decision making</p> <p>3.2 Justify the need to make decisions in uncertain situations, or when incomplete information is available</p> <p>3.3 Determine when to take or implement difficult and/or unpopular decisions to support the organisation's purpose, values or vision</p> <p>3.4 Discuss communication styles that could be used to communicate difficult and/or unpopular decisions</p>

Programme Details

Title:	Personal 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:	6010	QCA Number	Unit A/501/5017
Credit value:	7	Guided Learning Hours		20	
Learning outcomes <i>The learner will:</i>		Assessment criteria <i>The learner can:</i>			
<p>1. Be able to identify personal skills to achieve strategic ambitions</p>		<p>1.1 Analyse the strategic direction of the organisation</p> <p>1.2 Evaluate the strategic skills required of the leader to achieve the strategic ambitions</p>			

	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	<p>2.1 Discuss the opportunities to support leadership development</p> <p>2.2 Construct a personal development plan to direct leadership development</p> <p>2.3 Devise an implementation process for the development plan</p>
3. Be able to evaluate the effectiveness of the leadership development plan	<p>3.1 Assess the achievement of outcomes of the plan against original objectives</p> <p>3.2 Evaluate the impact of the achievement of objectives on strategic ambitions</p> <p>3.3 Review and update the leadership development plan</p>
4. Be able to advocate a staff welfare environment that supports organisational values	<p>4.1 Evaluate the impact of corporate commitment to staff welfare on organisational objectives</p> <p>4.2 Discuss how a staff welfare environment can affect achievement of organisational objectives</p> <p>4.3 Consider the influence of a corporate commitment to staff welfare on the development of organisational values</p>

Programme Details

Title:	Being a strategic leader				
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 Number	Unit K/501/8138
Credit value:	7	Guided Learning Hours			30

Learning outcomes <i>The learner will:</i>	Assessment criteria <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

CMI Membership Benefits

Membership brings with it **professional recognition** and a wide range of support services that will aid your development as a manager throughout your working life.

Information Services

MIC: UK's Largest Management Library

Subject Search: Discover the latest management thinking with our Subject Search facility providing rapid access to resources on key management topics.

Weblinks: Our researchers have identified over 800 management-related websites, selected for their coverage, currency and authority, to save you trawling through endless websites.

Ask a Researcher: Experienced researchers are available to help members with complex questions, in order to assist with your work or studies.

Career Development

Achieve your goals and progress your career with an Institute **qualification**. As a **nationally recognised awarding body** we have a wide range of professional qualifications, including our NVQs, Certificates and Diplomas in Management. As time is such a precious resource for most managers, many of our qualifications involve flexible and work-based learning. Centres throughout the country offer our qualifications and in many cases distance learning is also an option.

CPD

Our interactive online CPD system now automatically records your progress and enables you to:

- Test your skills and knowledge
- Assess your needs against the National Occupational Standards for Management and Leadership
- Invite colleagues to provide confidential feedback
- Set personal goals and objectives
- Log your achievements
- Create a report to demonstrate your commitment and achievements
- Reflect on what you have learned

Branches and Networks

The Institute's branches and networks are active throughout the UK, with 85 branches hosting over 300 events per year.

Professional Manager

Members receive our own magazine, Professional Manager, packed with interesting features, news, book reviews and letters. Statutory members (Associate, Member & Fellow) also receive 'Management Today' magazine, each month.

Chartered Manager

Once a Member of the Institute, you can demonstrate your capability as a professional manager still further by registering on our Chartered Manager programme.

The Institute is the ONLY professional body able to offer Chartered Manager status, an independent assessment of your ability to make a significant impact at work.

Many of those who have undertaken Chartered Manager have already found it to be a stimulus to career progression.

Member Events

Events are a fantastic way to meet managers from all walks of life, make friends and learn some new management techniques.

All our events are designed to educate, inform and entertain you, supporting your development as a professional manager.

Both members and non-members are welcome to most events and members usually benefit from discounted rates.

National Convention: The annual National Convention and Gold Medal Dinner is our flagship event for the management community attracting over 400 delegates each year.

Regional Conventions: We host annual Regional conventions usually between April - July each year, bringing together a number of branches in each of our 12 regions.

Branch Events: Institute branches around the country run a regular programme of smaller events such as visits to companies, seminars and social events.

At many of our events, you will receive a **CPD certificate**, enabling you to record your learning.

Additional Benefits:

Your membership of the Institute gives you access to great offers on a range of products and services. FREE legal helpline - gain access to free advice, and preferential rates on subsequent professional consultations, on residential conveyancing, personal injury, commercial litigation, debt recovery and insolvency.

- 0% on balance transfers with an Institute Credit Card. With MBNA you are guaranteed a 0% balance transfer for the first 9 months after you open your account and competitive rates.
- Public liability and professional indemnity insurance
- Discounted magazine subscriptions – Members receive preferential rates on a range of subscriptions including The Economist, Business Week and Time magazine.

Appeal Procedures

Please note: Below are details of the Institute's Appeal Procedures. It is the Centre's responsibilities to have its own Appeals/Complaints procedure in place that precedes this.

Disciplinary Procedure for Candidates

Any instance of candidate misconduct during the qualification will be subject to the Approved Centre's own disciplinary procedures. (Please also see malpractice below.)

No fees will be refunded by the Institute in the event of candidate withdrawal from the qualification.

Appeal Procedure for Candidates

A candidate must in the first instance follow the appeal procedure of the Institute Approved Centre. **Only when this route has been exhausted can a candidate appeal to the Chartered Management Institute:**

- a candidate may appeal to the Institute regarding decisions of an Approved Centre on the following grounds:
 - a) discrimination of any sort
 - b) dissatisfaction over assessment decisions
 - c) dissatisfaction over quality of tuition
- in all cases, appeals must be submitted, in writing, to the **Qualifications Quality Manager**, who will provide a copy to the Centre's **External Verifier**
- a written acknowledgement of the appeal, stating when the appeal will be heard, will be issued within two working days.
- the Centre's **External Verifier** will investigate the appeal and report her/his findings, in writing, to the **Qualifications Quality Manager within 21 working days**
- the appeal decision will be given to the candidate, in writing, **within 28 working days** of receipt of the written appeal
- the **Head of Qualifications** and **Regional Accreditation Co-ordinator**, and where appropriate the **Appeals Committee**, act as the ultimate arbiters in the case of dispute between candidate and Centre.

Please note that in certain cases, at the Institute's discretion, the timescale for the appeal decision may have to be extended.

CHARTERED MANAGEMENT INSTITUTE

Team Leading - Level 2

CMI Level 2 Award in Team Leading

Candidates need to complete any combination of units to a minimum of 5 credits to achieve the qualification

CMI Level 2 Certificate in Team Leading

Candidates need to complete any combination of units to a minimum of 15 credits to achieve the qualification

Units		Credit
Unit 2001	Personal development as a team leader	6
Unit 2002	Team communications	5
Unit 2003	Team performance	5
Unit 2004	Controlling resources	6
Unit 2005	Building work relationships	5
Unit 2006	Team development	6
Unit 2007	Providing customer service	5
Unit 2008	Being a team leader	5

CMI Level 2 Diploma in Team Leading

Candidates need to complete all units from Group A, and at least one unit from Group B to a total of at least 38 credits to achieve the qualification

Units		Credit
Group A		
Unit 2001	Personal development as a team leader	6
Unit 2002	Team communications	5
Unit 2004	Controlling resources	6
Unit 2005	Building work relationships	5
Unit 2006	Team development	6
Unit 2007	Providing customer service	5
Group B		
Unit 2003	Team performance	5
Unit 2008	Being a team leader	5

CHARTERED MANAGEMENT INSTITUTE

First Line Management - Level 3

CMI Level 3 Award in First Line Management

Candidates need to complete any combination of units to a minimum of 6 credits to achieve the qualification

CMI Level 3 Certificate in First Line Management

Candidates need to complete any combination of units to a minimum of 13 credits to achieve the qualification

Units		Credit
Unit 3001	Personal development as a first line manager	6
Unit 3002	Resource planning	6
Unit 3003	Meeting stakeholder needs	6
Unit 3004	Managing and communicating information	6
Unit 3005	Developing individuals and teams	6
Unit 3006	Recruitment and selection	6
Unit 3007	Maintaining quality standards	6
Unit 3008	Improving team performance	7
Unit 3009	Management communication	6
Unit 3010	Being a leader	6

CMI Level 3 Diploma in First Line Management

Candidates need to complete all core units (Group A) and two optional units (Group B) to a total of at least 42 credits to achieve the qualification

Units		Credit
Group A		
Unit 3001	Personal development as a first line manager	6
Unit 3002	Resource planning	6
Unit 3003	Meeting stakeholder needs	6
Unit 3004	Managing and communicating information	6
Unit 3005	Developing individuals and teams	6
Group B		
Unit 3006	Recruitment and selection	6
Unit 3007	Maintaining quality standards	6
Unit 3008	Improving team performance	7
Unit 3009	Management communication	6
Unit 3010	Being a leader	6

CHARTERED MANAGEMENT INSTITUTE

Management and Leadership - Level 5

CMI Level 5 Award in Management and Leadership

Candidates need to complete any combination of units to a minimum of 6 credits to achieve the qualification

CMI Level 5 Certificate in Management and Leadership

Candidates need to complete any combination of units to a minimum of 13 credits to achieve the qualification

Units		Credit	
Unit 5001	Personal development as a manager and leader		6
Unit 5002	Information based decision making	7	
Unit 5003	Performance management	9	
Unit 5004	Resource management	7	
Unit 5005	Meeting stakeholder and quality needs	6	
Unit 5006	Conducting a management project	10	
Unit 5007	Financial control	9	
Unit 5008	Marketing planning	9	
Unit 5009	Project development and control	6	
Unit 5010	Human resource development	6	
Unit 5011	Managing recruitment and selection	7	
Unit 5012	Being a leader	7	
Unit 5013	Leadership practice	7	

CMI Level 5 Diploma in Management and Leadership

Candidates need to complete all core units from Group A, at least one core unit from Group B and three optional units from Group C to a total of at least 62 credits to achieve the qualification

Units		Credit	
Group A			
Unit 5001	Personal development as a manager and leader		6
Unit 5002	Information based decision making	7	
Unit 5004	Resource management	7	
Unit 5005	Meeting stakeholder and quality needs	6	
Unit 5006	Conducting a management project	10	
Group B			
Unit 5003	Performance management	9	
Unit 5012	Being a leader	7	
Group C			
Unit 5007	Financial control	9	
Unit 5008	Marketing planning	9	
Unit 5009	Project development and control	6	
Unit 5010	Human resource development	6	
Unit 5011	Managing recruitment and selection	7	
Unit 5013	Leadership practice	7	

CHARTERED MANAGEMENT INSTITUTE

Strategic Management and Leadership - Level 7

CMI Level 7 Award in Strategic Management and Leadership

Candidates need to complete any combination of units to a minimum of 6 credits to achieve the qualification

CMI Level 7 Certificate in Strategic Management and Leadership

Candidates need to complete any combination of units to a minimum of 13 credits to achieve the qualification

Units		Credit
Unit 7001	Personal development as a strategic manager	6
Unit 7002	Strategic performance management	7
Unit 7003	Financial management	7
Unit 7004	Strategic information management	9
Unit 7005	Conducting a strategic management project	10
Unit 7006	Organisational direction	9
Unit 7007	Financial planning	6
Unit 7008	Strategic marketing	6
Unit 7009	Strategic project management	6
Unit 7010	Organisational change	7
Unit 7011	Strategic planning	9
Unit 7012	Human resource planning	8
Unit 7013	Being a strategic leader	7
Unit 7014	Strategic leadership practice	7

CMI Level 7 Diploma in Strategic Management and Leadership

Candidates need to complete all core units (Group A) and three optional units (Group B) to a total of at least 66 credits to achieve the qualification

Units		Credit
Group A		
Unit 7001	Personal development as a strategic manager	6
Unit 7002	Strategic performance management	7
Unit 7003	Financial management	7
Unit 7004	Strategic information management	9
Unit 7005	Conducting a strategic management project	10
Unit 7006	Organisational direction	9
Group B		
Unit 7007	Financial planning	6
Unit 7008	Strategic marketing	6
Unit 7009	Strategic project management	6
Unit 7010	Organisational change	7
Unit 7011	Strategic planning	9
Unit 7012	Human resource planning	8
Unit 7013	Being a strategic leader	7

Level 8 Strategic Direction and Leadership

Units 7

Unit 8001 Personal development as a strategic leader 8

Unit 8002 Collective strategic development 9

Unit 8003 Inter-organisational strategic planning 11

Unit 8004 Inter-organisational strategic direction 13

Unit 8005 Strategic communication 15

Unit 8006 Strategic culture 16

Unit 7013 Being a strategic leader 17

Unit 7014 Strategic leadership practice 18

There is also an Award and Certificate option at Level 8.

Recognition of Prior Learning and Achievement

The Qualifications and Credit framework is based on the principle of credit accumulation and transfer. Within this suite of qualifications, learners have the opportunity to build their achievements from a single unit into a full Diploma. The Institute will publish on its website which units and qualifications from other Awarding Bodies can be recognised for credit transfer and exemption. Credit transfer in the QCF will be based on confirmation of achievement of QCF numbered units.

There will of course still be instances where learners will wish to claim recognition of prior learning which has not been formally assessed and accredited. In those instances, after discussion and agreement with the External Verifier, we may be able to allow these learners direct access to the relevant assessment for the unit, without unnecessary repetition of learning. Details of the process for recording such RPL (Recognition of Prior Learning) will be discussed with individuals following the Chartered Management Institutes Code of Practice.