



Management and Leadership

Level 5

Contents

	Page
Qualification structures	3
Unit 5001 Personal development as a manager and leader	4
Unit 5002 Information based decision making	5
Unit 5003 Performance management	6
Unit 5004 Resource management	7
Unit 5005 Meeting stakeholder and quality needs	8
Unit 5006 Conducting a management project	9
Unit 5007 Financial control	10
Unit 5008 Marketing planning	11
Unit 5009 Project development and control	12
Unit 5010 Human resource development	13
Unit 5011 Managing recruitment and selection	14
Unit 5012 Being a leader	15
Unit 5013 Leadership practice	16

Qualification Structures

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

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 promote healthy and safe working practices	4.1 Discuss the relationship(s) between healthy and safe working practices and organisational objectives 4.2 Explain the process for conducting a risk assessment 4.3 Identify the actions taken by the manager in dealing with a breach in healthy and safe working practices 4.4 Describe how to communicate responsibilities for healthy and safe working practices to the team 4.5 Discuss relevant records that are maintained to demonstrate that healthy and safe working practices are met				

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 Discuss 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:	Performance management				
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, and agree, individual and team objectives 1.3 Identify and agree 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 and provide feedback		2.1 Evaluate and assess individual and team performance against objectives 2.2 Identify methods of providing feedback to individuals and teams on performance 2.3 Identify the causes of conflict, and describe strategies to minimise or prevent conflict 2.4 Explain recording systems for performance assessment for individuals or teams			
3. Be able to understand performance support for improvement		3.1 Explain a performance improvement cycle 3.2 Discuss the indicators of poor performance 3.3 Evaluate methods that support performance improvement			
4. Be able to understand and apply the organisation's disciplinary and grievance procedures		4.1 Discuss the organisation's disciplinary and grievance procedures 4.2 Identify the role of the manager in both a disciplinary and a grievance procedure 4.3 Summarise the key aspects of legislation that applies to an organisation's disciplinary and grievance procedures			

Title:	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 Identify 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 and reporting resource use 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. Be able 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 Identify methods of communicating stakeholders' requirements with team members 1.4 Explain processes for updating information on stakeholder requirements			
2. Be able to apply and improve quality standards		2.1 Discuss the meaning of quality to an organisation 2.2 Identify and apply organisational quality policies and procedures 2.3 Determine how to encourage staff to contribute ideas to improving quality 2.4 Conduct a quality audit and make recommendations for improvement			
3. Be able to promote continuous improvement and change		3.1 Discuss the concept of and need for continuous improvement 3.2 Assess work activities and identify areas for improvement 3.3 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:	Financial control				
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. Be able to understand, use and 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 Identify 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 Discuss the monitoring and control of finance employed in support of organisational activities			

Title:	Marketing planning				
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. Be able to understand the meaning and role of marketing in achievement of organisational objectives		1.1 Explain marketing as a management process 1.2 Describe the role of marketing in identifying and predicting the needs of current and potential stakeholders			
2. Be able to identify the organisation's current and future position in the sectors or markets in which it operates		2.1 Discuss 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 devise and implement 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 Evaluate the support necessary to implement the plan 3.3 Implement the marketing plan 3.4 Assess the progress of the plan, through monitoring, reviewing and end evaluation, in the achievement of organisational 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 3.3 Develop a monitoring and reviewing strategy for the project that assesses the impact and achievement of the project			

Title:	Human resource development				
Unit aim:	This unit is about identifying individuals required for work objectives 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 Identify 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 those with whom support is required to initiate the personal development plan 3.2 Initiate the plan and review and monitor progress against agreed objectives 3.3 Evaluate the plan on completion and its contribution to organisational objectives			

Title:	Managing recruitment and selection				
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. Be able to explain the impact of both the law and organisational procedures on the process of recruitment and selection		1.1 Describe, in summary, 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 identify personnel requirements and present a reasoned case for changes in staffing resources		2.1 Analyse staffing resources to meet current and future objectives 2.2 Develop a job description and a person specification 2.3 Develop a case for additional staffing resources			
3. Be able to organise and conduct a selection process, justify a decision and keep necessary records		3.1 Discuss the stages of a selection process 3.2 Describe methods to support a selection decision 3.3 Identify the stages of a selection process, where records are kept, and the nature of those records 3.4 Evaluate the selection process			
4. Be able to communicate the selection decisions and plan induction for the appointed candidate		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			

Title:	Being a leader				
Unit aim:	This unit is about 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 the 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. Be able to 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. Be able to secure achievement of team involvement and objectives through leadership		3.1. Develop 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 strategies to organisational objectives		3.1 Evaluate transformational leadership and identify its impact on organisational objectives 3.2 Evaluate transactional leadership and identify its impact on organisational objectives 3.3 Evaluate situational leadership and identify its impact on organisational objectives			