

# CMI BITESIZE PROGRAMMES CATALOGUE

2021

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# ABOUT CMI BITESIZE

CMI Bitesize is a practical and completely online learning experience, made up of a collection of short programmes aligned to key Management and Leadership topics relevant in today's world - aimed at aspiring or practicing middle managers.

Our programmes are designed to equip learners with the skills and knowledge they need to support them in a current role and in career progression. Mapped against the CMI Professional Standards and Level 5 qualification learning outcomes, this mix of practical tools, case studies, checklists, videos and real world insights will give learners a better understanding of the topic.

Throughout the programmes learners are asked to complete activities to reflect on their learning. These reflections should be shared with programme leads at the provider or employer at the end of the programme, to demonstrate learning and how they plan to apply it within their organisation.

Programmes are available for three months and are supported by a three-month CMI subscription. On completion of each programme learners will receive a CMI Certificate of Achievement that evidences their Continuing Professional Development.





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*I absolutely love the CMI Bitesize series. We are using this to compliment some of our programmes where a full qualification is not being provided. This helps individuals to also build their confidence to lead to either a full Level 5 Award, Certificate and Diploma and eases some in gently. I am promoting these units with all our customers and I can see this growing over the next year.*



**Rachel Lambert** *CMgr FCMI*  
**Managing Director**  
**StudyFlex Ltd**





Series 1:

# MANAGING CHANGE



## Programme 1: **Why Change Happens**

This programme aims to give you, the learner, a deeper understanding of how to approach, discuss and action changes in your work environment.

### INTRODUCTION TO PROGRAMME

1. What is meant by change management?  
**ACTIVITY 1**
2. What is PESTLE?  
PESTLE analysis  
**ACTIVITY 2**
3. Internal factors that drive the need to change in organisations  
Force field analysis  
**ACTIVITY 3**
4. What is the potential impact of change within an organisation?  
**ACTIVITY 4**

### CONCLUDING SUMMARY

## Programme 2: Approaches to Change

This programme will outline several of the various models of change management available, talk through the steps and give a thorough understanding of how these models can be used to understand your own situation.

### INTRODUCTION TO PROGRAMME

1. Models for managing change
  - Exploring the theory
  - Kotter's 8-step change model
  - Kubler Ross change curve explained

2. Reflecting on the theory

#### ACTIVITY 1

3. The role of leadership in change
  - Situational leadership
  - Action centred leadership

#### ACTIVITY 2

4. Engaging stakeholders in change

#### ACTIVITY 3

### CONCLUDING SUMMARY

## Programme 3: Initiating & Planning Change

This programme aims to outline the practical approaches to initiate, plan and manage change in your organisation.

### INTRODUCTION TO PROGRAMME

1. The rationale for change

#### ACTIVITY 1

2. Planning for change
  - Beckhard-Harris change equation
  - Stakeholders - analysing power and interest
  - Porter's five forces

3. Implementing and monitoring change
  - Executing change

4. Overcoming risks and barriers
  - Managing project risk

5. Communicating change
6. Supporting others through change

#### ACTIVITY 2

7. Monitoring impact of change
8. Sustaining change

#### ACTIVITY 3

### CONCLUDING SUMMARY

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Series 2:

# MANAGING EQUALITY, DIVERSITY AND INCLUSION

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## Programme 1: Legal & Organisational Approaches

This programme aims to give you, the learner, a deeper understanding of the impact of legislative requirements, justify the business case and approaches to promoting ED&I.

### INTRODUCTION TO PROGRAMME

Defining equality, diversity and inclusion  
The concept of equality, diversity and inclusion

1. The impact of legislative requirements on ED&I  
Actionable change  
The protected characteristics  
Legal requirements

#### ACTIVITY 1

2. The business case for equality  
Harnessing emotions and cultural movements  
Overcoming diversity sceptics

#### ACTIVITY 2

3. Promoting ED&I to staff and stakeholders

#### ACTIVITY 3

### CONCLUDING SUMMARY

## Programme 2:

# Role and Responsibilities of a Manager

This programme is designed to enable you to gain an awareness of what is expected of managers in terms of workplace ED&I.

### INTRODUCTION TO PROGRAMME

Defining equality, diversity and inclusion  
Equality, diversity and inclusion in the workplace

1. The role and responsibilities of a manager  
Action for leaders

#### ACTIVITY 1

2. Language and behaviours of a manager  
Managing difference  
Signature traits  
Challenging exclusion  
Contingency planning

#### ACTIVITY 2

3. Leadership styles  
Action centred leadership  
Situational leadership

#### ACTIVITY 3

4. Managing individuals and teams  
commitment  
Challenging inappropriate behaviour  
Unconscious bias

#### ACTIVITY 4

### CONCLUDING SUMMARY

## Programme 3:

# Develop and Implement Plans and Reports

This programme aims to outline the practical approaches to develop and implement plans and reports to support ED&I within an organisation.

### INTRODUCTION TO PROGRAMME

Defining equality, diversity and inclusion  
Championing equality, diversity and inclusion

1. Developing a plan  
Equality impact assessment  
Effective action planning

#### ACTIVITY 1

2. Benchmarking as a technique  
Data and information

#### ACTIVITY 2

3. Implementing a plan  
Stakeholders - analysing power and interest

#### ACTIVITY 3

4. Measuring outcomes against targets  
Reporting results to staff and stakeholders

#### ACTIVITY 4

### CONCLUDING SUMMARY

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Series 3:

# LEADING IN A DIGITAL AGE



## Programme 1: Approaches to Managing and Leading Teams in a Digital Age

The aim of this programme is to equip managers with an understanding of the practical approaches to leading and managing teams effectively in a digital age.

### INTRODUCTION TO PROGRAMME

1. How to lead a team
2. Models for leadership in a digital age

#### ACTIVITY 1

3. Practical approaches for managing and leading teams in a digital age.  
Understanding empathy

4. Interpersonal skills for managing and leading teams in a digital age  
Benefits of delegation

#### ACTIVITY 2

5. Role of communication in leadership

#### ACTIVITY 3

### CONCLUDING SUMMARY

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## Programme 2:

# Equipping High Performing Teams with the Right Skills and Experience

The aim of this programme is to explore different skills and experiences often found in high performing teams, establishing how capabilities can be assessed and the different learning and development activities we can undertake to build successful teams.

### INTRODUCTION TO PROGRAMME

1. What makes a high performing team?

#### ACTIVITY 1

2. Skills for the digital age  
Talent management
3. Assessing knowledge and skills
4. Selecting the right learning and development activities

#### ACTIVITY 2

5. Coaching for development  
Coaching with GROW
6. Harnessing technology for development

#### ACTIVITY 3

### CONCLUDING SUMMARY

## Programme 3:

# Managing and Leading Hybrid Teams

The aim of this programme is to equip managers with an understanding of the practical steps required to monitor and meet the challenges of managing and leading hybrid teams.

### INTRODUCTION TO PROGRAMME

1. How to manage and lead hybrid teams
2. Managing in new normal

#### ACTIVITY 1

3. Overcoming challenges leading hybrid teams  
Communication  
Motivating employees
4. Developing trust  
Trust building behaviours

#### ACTIVITY 2

5. Methods for monitoring and managing performance  
Conducting performance appraisals  
Objective versus subjective feedback
6. Seeking feedback from others
7. Giving constructive feedback
8. Best practice for supporting hybrid teams

#### ACTIVITY 3

### CONCLUDING SUMMARY

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Series 4:

# CONFLICT RESOLUTION

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## Programme 1: **What is Conflict?**

This programme will equip the learner to understand the types and causes, stages and impact of conflict within an organisation, so that you can identify the best way to approach a scenario when it arises.

### INTRODUCTION TO PROGRAMME

1. Conflict in the workplace
2. Types of conflict

#### ACTIVITY 1

3. Managing conflict virtually
4. Stages of conflict  
Conflict - causes, symptoms and cures

#### ACTIVITY 2

5. Impact of conflict on organisational performance
6. What can dysfunctional conflict lead to?

#### ACTIVITY 3

### CONCLUDING SUMMARY

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## Programme 2:

# Resolving Conflict in the Workplace

In this programme, we will be exploring how to investigate and resolve conflict in the workplace - from formal to informal methods, and what to do if conflict cannot be resolved.

### INTRODUCTION TO PROGRAMME

1. Why is it important to investigate conflict
2. Methods to resolve conflict  
Informal  
Formal
4. A zero tolerance policy
5. Undertaking a disciplinary interview  
Discipline and the manager's role
6. Whistleblowing

### ACTIVITY 1

3. Organisational procedures for conflict resolution  
Grievance and the manager's role

### ACTIVITY 2

7. Conflict situations - minor or major?

### ACTIVITY 3

### CONCLUDING SUMMARY

## Programme 3:

# Knowledge, Skills and Behaviours for Managing Conflict

This programme aims to outline the key knowledge and skills you may need in the workplace to overcome conflict.

### INTRODUCTION TO PROGRAMME

1. A leader's role in managing conflict

### ACTIVITY 1

2. Skills you'll need for conflict management

### ACTIVITY 2

3. Having difficult conversations
4. Approaches to resolving conflict
5. Conflict mode - Thomas and Kilmann

### ACTIVITY 3

### CONCLUDING SUMMARY

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Series 5:  
**MANAGING  
PROJECTS TO  
ACHIEVE  
SUCCESS**



## Programme 1: Principles of Managing Projects

This programme will focus on the criteria of the project, examine risks and ethical factors and analyse skills needed for successful project management.

### INTRODUCTION TO PROGRAMME

1. What is a project?  
When is a project successful?

#### ACTIVITY 1

2. The project approach: ethical factors and risk management  
Managing project risks

#### ACTIVITY 2

3. Skills for successful project management

#### ACTIVITY 3

### CONCLUDING SUMMARY

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## Programme 2: Project Life Cycle

This programme will explore the project life cycle from start to finish, analyse project constraints and review the documentation needed for different stages of the project.

### INTRODUCTION TO PROGRAMME

Stages of the project life cycle  
Project start up and control

1. Initiation stage  
Stakeholders - analysing power and interest  
Project constraints

#### ACTIVITY 1

2. Planning stage  
Critical path analysis

#### ACTIVITY 2

3. Project implementation and completion  
Controlled project closure

#### ACTIVITY 3

### CONCLUDING SUMMARY

## Programme 3:

# Tools and Techniques for Project Success

This programme will introduce different project management methodologies, explore project management tools and examine the role of data in project management.

### INTRODUCTION TO PROGRAMME

Project management methodologies

1. Selecting the right project methodology

#### ACTIVITY 1

2. Project management tools  
Gantt charts  
Collaboration and documentation  
Evaluation  
Project reporting and stakeholder engagement

#### ACTIVITY 2

3. Data-driven project management  
Project management of the future

#### ACTIVITY 3

### CONCLUDING SUMMARY

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Series 6:

# DATA-DRIVEN DECISION MAKING

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## Programme 1: Understanding Data to Make Decisions

This programme will be looking into what data is and how it can be used, exploring different types of data and reflecting on how data can help organisations to make decisions.

### INTRODUCTION TO PROGRAMME

1. Data and information  
What is data?

#### ACTIVITY 1

2. Being a data-driven organisation

#### ACTIVITY 2

3. Types of data  
Quantitative / qualitative data  
Primary / secondary data  
Types of customer data

#### ACTIVITY 3

### CONCLUDING SUMMARY

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## Programme 2:

# Impact of Data on Decision Making

This programme will focus on evaluation of the data as well as review data management practices and explore data handling requirements and challenges.

### INTRODUCTION TO PROGRAMME

- What is good data?
1. Best data management practices  
Managing data for impact

#### ACTIVITY 1

2. Challenges of successful data management  
Cyber security  
Data management legislation

#### ACTIVITY 2

### CONCLUDING SUMMARY

## Programme 3:

# Interpreting and Presenting Data

This programme will review some decision-making techniques and explore the tools for analysing and presenting data, it will also review potential pitfalls of data interpretation.

### INTRODUCTION TO PROGRAMME

- Good decision making
1. Tools and techniques to support decision making  
SWOT analysis  
Decision making matrix  
Rational decision making  
Cost benefit analysis

#### ACTIVITY 1

2. Analysing and interpreting data for decision making
3. Presenting data with impact  
Data visualisation

#### ACTIVITY 2

4. Data interpretation pitfalls

#### ACTIVITY 3

### CONCLUDING SUMMARY

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Series 7:

**BREXIT:  
LEADING  
CHANGE AND  
RISK**



## Programme 1: Organisational Change: What Brexit Means for You

This programme will explore what Brexit-related change may look like, its internal and external drivers, the complexities of leading organisational change and tools to approach change to achieve success and minimise risk.

### INTRODUCTION TO PROGRAMME

1. Scope, context and the drivers of organisational change  
What are the drivers for change?  
Scope of change  
Context of change for organisations from Brexit

#### ACTIVITY 1

2. The complexities of leading strategic change

#### ACTIVITY 2

3. Approaches to managing strategic change
4. Executing change

#### ACTIVITY 3

### CONCLUDING SUMMARY

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## Programme 2:

# How to Manage Risk in Your Organisation after Brexit

This programme aims to analyse strategic risks that can be triggered by Brexit and to explore risk management strategies that can be used while adapting to change.

### INTRODUCTION TO PROGRAMME

1. Strategic risk within an organisational context

#### ACTIVITY 1

2. Strategies for managing risk  
Risk assessment  
Contingency planning

#### ACTIVITY 2

### CONCLUDING SUMMARY

## Programme 3:

# How to Develop Your Brexit Risk Management Strategy

This programme aims to provide guidance on creating a risk management framework by introducing tools and techniques for risk management and decision making.

### INTRODUCTION TO PROGRAMME

1. Proposing a Brexit risk management strategy framework for your organisation  
Creating your risk management framework

#### ACTIVITY 1

2. Tools to support a Brexit risk strategy  
3. Decision-making and problem solving  
4. How to make good decisions

#### ACTIVITY 2

### CONCLUDING SUMMARY

# Programme 4: How to Lead Strategic Change Around Brexit

This programme focuses on leading change - what leadership skills you will need and how to apply different leadership approaches.

## INTRODUCTION TO PROGRAMME

1. Leadership skills for managing change in Brexit

### ACTIVITY 1

2. Leadership approaches to your Brexit change strategy  
Leadership models

### ACTIVITY 2

3. Developing a change leadership proposal
4. Implementing a change programme

### ACTIVITY 3

## CONCLUDING SUMMARY

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*The content in the Bitesize programme is engaging and in-depth, yet it's simple to follow, which is great because it accomodates all levels of familiarity with CMI educational pieces.*



**Logan Watt** *CMgr MCMi*  
**Project Manager**  
**Fraser Watt Enterprises**



## Chartered Management Institute (CMI)

The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector.

In fact, CMI has more than **90,000** people training to be better managers right now.

Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade.


CMI's thought leadership, research and online resources provide practical insight on critical issues for a **160,000** plus membership community and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

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