

# **Defence Leadership Centre - Focus on Leading in Defence (FOL)**

Completion Pack October 2024  
Version 8

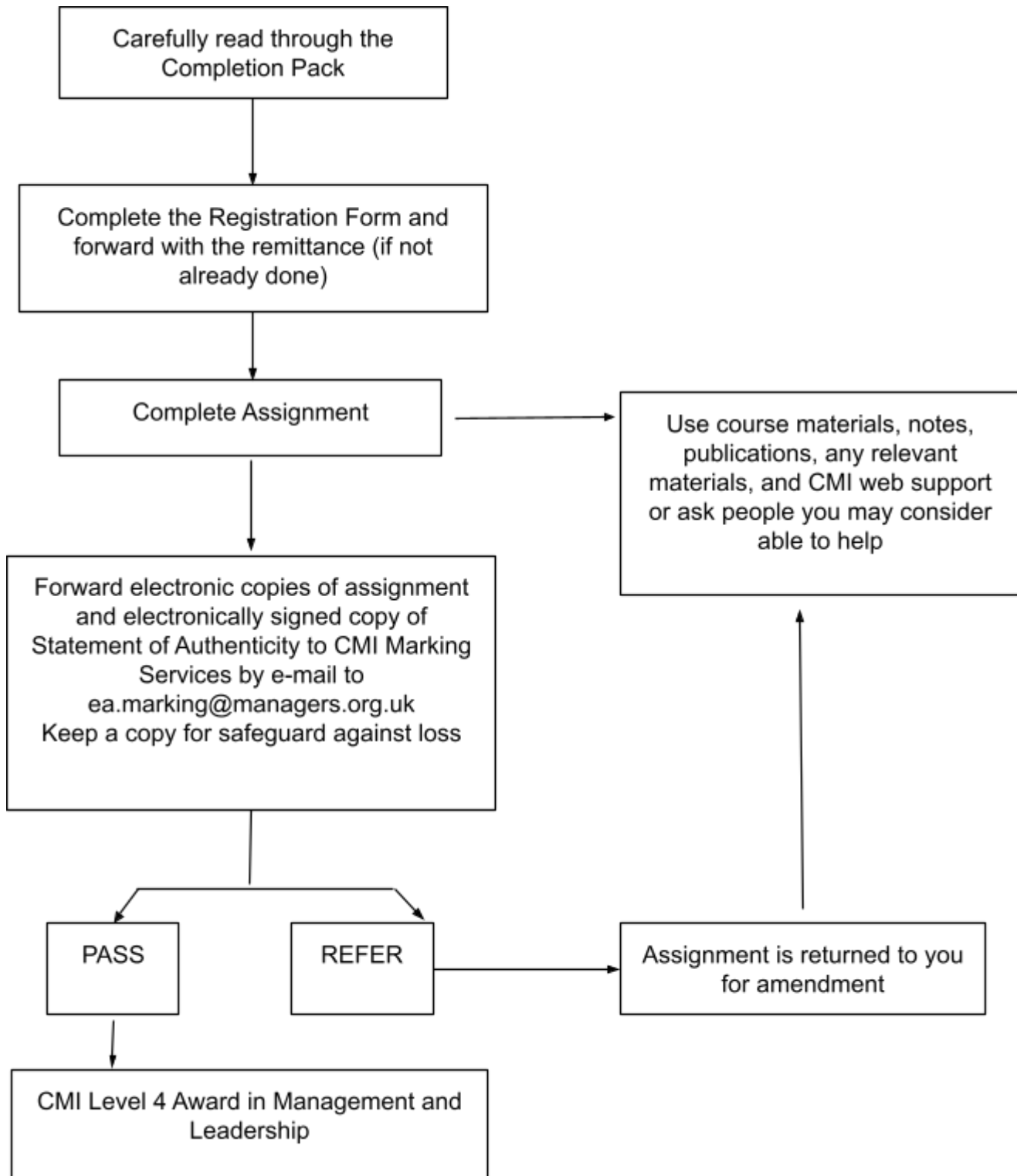
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## COMPLETION PROCESS OVERVIEW - Qualification



## INTRODUCTION

The Chartered Management Institute (CMI) has undertaken detailed mapping of the MOD service courses with a view to recognising them against nationally recognised qualifications. CMI has fully recognised that your Defence Leadership Centre Focus on Leading in Defence course meets some of the requirements for the CMI Level 4 Award in Management and Leadership.

- The CMI Level 4 Award in Management and Leadership comprises the following unit 4001V1 that total 60 TQT/minimum of 6 credits.

Note: You may register for this qualification but this must be clearly indicated on the Registration Form. Combining qualifications will increase personal cost, though this may be substantially reduced if SLCs can be used.

**To acquire the CMI Level 4 Award in Management and Leadership, you must complete and submit the following assignment (4001V1), comprising a number of tasks, and contained in this completion pack.**

The qualifications are immediately transferable to, and acknowledged by, the civilian business world as a benchmark qualification expected for a team leading management position. The qualifications are commended to all students as an extremely valuable addition to your in-service qualifications.

### Qualification Registration Duration

Qualification Structure	Period of Registration
Award	Up to 12 Months
Certificate	Up to 36 Months
Diploma	Up to 36 Months
Extended Diploma	Up to 36 Months

**It is very important that you contact CMI by telephone: +44 (0) 1536 207496 before this time if you are encountering difficulties (see below).**

**There are no refunds for lapsed candidates.**

## SUPPORT FOR GAINING CMI QUALIFICATIONS

This CMI qualification Completion Pack provides you with the support information you need for the External Assignment.

For the duration of your qualification programme you receive complimentary 'Affiliate Membership' of CMI, enabling you to access a wide range of support material on the CMI website and ManagementDirect. If you are already a member you cannot claim a refund of membership fees.

NOTE: If you have not previously registered on the CMI Website you now need to do so using the information contained in your CMI Welcome Letter.

We ask where possible for you to access on personal devices and networks to prevent any issues with MOD security and firewalls.

How do I get started and access my learning resources?

1. Click [here](#) to set your password
2. Follow the on-screen instructions
3. Click [here](#) to access ManagementDirect
4. Username is the email as registered with CMI

Once logged in to ManagementDirect, use the following steps to access support for Unit 4001V1:

Unit 4001V1

- Opening Screen - Click on Qualification Support\* for CMI Level 4 Award in Management and Leadership
- Next Screen - Click View Qualification
- Next Screen - Scroll to find Unit 4001V1
- Select 'Mapped Resources to Learning Outcomes (LOs)' or Key Resources

Between the LOs there are links to 'View Resources'. By 'clicking' these open you will find comprehensive support for the appropriate LO. Resources include documents, checklists, video clips and recommended reading. Note that there may be some duplication of resource references as the LOs are interrelated.

\*If you do not have a link to Qualification Support please contact the team (see below)

### Unsure about anything?

Please contact CMI on: +44 (0) 1536 207496 during office hours (0900-1700 hours Monday to Friday), or [mod.qualifications@managers.org.uk](mailto:mod.qualifications@managers.org.uk)

## UNIT COMPLETION REQUIREMENTS

You are required to complete one unit assignment to obtain the 'standalone' CMI Level 4 Award in Management and Leadership.

Guidance on completing the assignment and submitting your work to CMI are on the following pages. You are also encouraged to submit a reflective statement of no more than 300 words (in addition to the assignment word count) describing the value and knowledge gained from undertaking the assignment. This statement will not be assessed; however it encourages you to review the value and application of your learning.

CMI Level 4 Award in Management and Leadership	Credits	Actions
Unit 4001V1 - Managerial Styles and Behaviours	6	<ul style="list-style-type: none"><li>• Register</li><li>• Submit evidence of course completion through submission of JPA</li><li>• Complete assignment</li></ul>

## QUALIFICATION REGISTRATION

If you have not already done so, you need to register for each of your selected qualifications. All registration forms must be accompanied by evidence that you have successfully completed your Shrivenham Leadership Centre DEFAC FOL (copy of the relevant section of your end of course certificate signed off by Course Manager), and the requisite remittance (bank transfer or credit card details). Send this to the CMI at the address shown on the form.

## SUBMISSION OF ASSIGNMENTS

Submitting your work for:

CMI Level 4 Award in Management and Leadership

Submission directly to CMI Marking Services

Once you have completed all assignments, you must forward them, along with a signed copy of the Statement of Authenticity (as a single file with your completed Statement of Authenticity as the first page) by e-mail to [ea.marking@managers.org.uk](mailto:ea.marking@managers.org.uk)

The main body of the email should include the following: full name, P number, unit and submission number i.e Assignment Blogs\_P123456\_Unit\_number\_submission number.

You are strongly advised to keep a copy of your assignment to safeguard against loss; your assignment will not be returned to you but will be destroyed by safe and confidential means.

Please note that CMI does offer a paper based assessment service for learners who are unable to provide an electronic copy. Post the assignment along with your signed Statement of Authenticity to:

External Assignments/MOD,  
Awarding Body,  
Management House,  
Cottingham Road,  
Corby,  
Northamptonshire NN17 1TT.

**PASS:** If a pass is achieved, the Institute will issue you with your qualification certification and your units / credit certificate along with an offer of graded membership of the Chartered Management Institute. This level of membership may be lower than that offered by the MOD guaranteed membership scheme – you can opt for either.

**REFERRAL:** If your assignment does not meet the pass standard, it will be returned to you with guidance notes for completion. You must meet the additional requirements before re-submitting the assignment. You will be allowed one further re-submission (i.e. 2 in total).

**Following two Referrals for your assignment, a Resubmission Fee of £20 (+ VAT) will be payable to CMI before work is reassessed. For more information please contact [ea.marking@managers.org.uk](mailto:ea.marking@managers.org.uk) or call 01536 207496 option 1.**

## ASSESSMENT GUIDANCE FOR LEARNERS

CMI provides a comprehensive external quality assessment service. Currently all units within the Management and Leadership qualifications from Level 2 to 7 have an assignment brief available.

CMI provides a six week service level on all assignments received.

Learners are required to complete all tasks and Assessment Criteria.

## ASSESSMENT GUIDANCE

### *Programme Director submission*

All work must be submitted in a single electronic document (.doc file). The document must be marked with the learner's name, P number and unit number. Electronic assignments should be sent to the Programme Director.

Please note CMI do offer a paper based assignment service for learners that are unable to provide an electronic copy only. Please post the assignment to External Assignments, Awarding Body, Management House, Cottingham Road, Corby, Northamptonshire, NN17 1TT.

The assignment should be your own work and not direct copies of theories or models. Any models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used, appendices must not be included.

Learners are encouraged to produce a reflective statement of no more than 300 words (which does not count towards the final word count), describing the value and knowledge gained from undertaking this assignment. The reflective statement is not assessed; however it encourages you to review the value and application of your learning.

## PLAGIARISM & COLLUSION

In submitting the assignment the learner must complete a statement of authenticity (included in the Completion Pack) confirming that the work submitted for all tasks is their own and does not contravene CMI policies including word count and plagiarism.

Academic offences, including plagiarism and collusion, are treated very seriously. Plagiarism involves presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution. Collusion occurs when two or more learners submit work which is so alike in ideas, content, wording and/or structure that the similarity goes beyond what might have been mere coincidence. Plagiarism and collusion are very serious offences



and any learner found to be copying another learner's work or quoting work from another source without recognising and disclosing that source will be penalised.

In submitting their assignment for the unit, and completing the relevant statement of authenticity, learners are confirming that the work submitted for all tasks is their own and does not contravene the CMI policies including word count, plagiarism and collusion. CMI reserves the right to return assignments if the necessary statements of authenticity have not been completed.

Learners found to be in breach of these regulations will be reported to the relevant CMI contact for deliberation. The learner will be notified in writing of the outcome of the investigation. In the event that a learner is found to have perpetrated malpractice, the learner will be withdrawn from his/her qualification immediately; fees will not be refunded, the relevant Regulatory Body will be informed and membership of the CMI will be withdrawn.

## APPENDICES

Appendices should not be included. All use of tables, graphs, diagrams, Gantt charts and flowcharts should be incorporated into the main text of the assignment. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

## CONFIDENTIALITY

Where learners are using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion in an assignment. Where confidentiality is an issue, studying members are advised to anonymise their assignment so that it cannot be attributed to that particular organisation.

## WORD COUNT POLICY

In total, it is required that your assignment should be between 2500-3000 words. Learners must comply with the required word count, within a margin of +10%. These rules exclude the index (if used), headings, information contained within references and bibliographies. When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

Where a learner's work has contravened the word count policy, it will be reviewed by the Marker and Lead Moderator before a final decision is made.

## REFERENCING & PROFESSIONALISM

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used. The learner must use an appropriate referencing system to achieve this. Whilst marks are not awarded for the use of English, the learner must express ideas clearly, succinctly, and ensure that appropriate terminology is used to convey accuracy in meaning.

## INSTRUCTIONS & INFORMATION FOR LEARNERS

The external assignment is set and assessed by the Chartered Management Institute. It is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking.

You should make sure that you plan your work carefully, to ensure that you cover all the requirements of the assignment, and complete it within the time limit specified.

Your statements, in answer to the tasks, need to be prefixed with the specific task number and unit title. This will

help you keep on track and should ensure you address the details. Work submitted without a task prefix will be returned unmarked. Your statements should not be just a description of workplace activities but should include what you have learned from your programme of study. In other words you need to show how you can relate what you have learned to day-to-day management activities.

You must submit your work as a single electronic word document (.doc file). You should mark the assignment with your name, learner number, the unit number, your Centre name – Defence Leadership Centre FOL - Royal Navy - Command, Leadership & Management (CLM) - and a brief description of the context in which the assignment was undertaken. You may include a title page if you wish. You must show a total word count on the front page of your assignment. You are strongly advised to keep a copy of your completed assignment before you submit it for assessment – the copy you submit will not be returned to you. Your assignment may be kept by the CMI for quality assurance purposes. Any assignment not kept for quality assurance will be securely destroyed.

CMI will assess your assignment, and the result will be sent to you, normally within 6 weeks of receipt by the Institute.

If your assignment is assessed as referred, notification will be sent to you with an indication of the areas to be addressed. You may resubmit an assignment on a further two occasions during your period of registration as a CMI learner.

If there is anything in these instructions or in the assignment itself which you do not understand, please seek guidance from CMI by phone on 01536 207496.

## ASSIGNMENT BRIEF

### UNIT 4001V1

#### Assignment Brief: Managerial styles and behaviours.

Click [here](#) to download the Assignment Brief.

### INTRODUCTION

This unit is concerned with the knowledge, skills and behaviours required in order to develop an effective management style.

### SCENARIO

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario:-

You are a team leader, leading a team of 6 staff. Your organisation operates a performance management system and regularly reviews and sets targets for all employees.

The use of a range of styles appropriate to different situations is considered important.

### TASK 1

Identify the four broad models within the 'competing values framework' and explain the different approaches to management which can be used in differing organisational contexts.

Discuss how assumptions about human nature and behaviours vary according to organisational contexts and how this may influence managerial behaviour.

Guideline word count: 750 - 800 words

**A.C. 1.1 - Identify models which make suppositions about human nature and behaviour at work**

**A.C. 1.2 - Discuss how attitudes and assumptions can influence managerial behaviour**

### TASK 2

Evaluate behavioural models such as 'the managerial grid' or 'the continuum', and evaluate the application of such a model in explaining patterns of behaviour.

Guideline word count: 400 - 450 words

**A.C. 1.3 - Evaluate a model of managerial style in which the manager can apply skills to identify, study and review their patterns of behaviour**

### **TASK 3**

Using examples describe three different styles of management which you could adopt. Identify the criteria used in order to assess managerial effectiveness. Evaluate the effect that a management style can have on managerial effectiveness and the overall efficiency of a manager. Where possible use practical examples to illustrate your answer.

Guideline word count: 700 - 750 words

**A.C. 2.1 - Describe styles of management**

**A.C. 2.2 - Identify measures of managerial effectiveness**

**A.C. 2.3 - Discuss links between management style and managerial effectiveness and efficiency**

### **TASK 4**

Describe three different circumstances where a different management style would be most effective and explain why the style needs to change for each circumstance and also the challenges for managers in being able to adapt management styles.

Give examples of how inappropriate styles of management affect the performance of individuals, teams and an organisation as a whole. Where possible use practical examples to illustrate your answer.

Guideline word count: 800 - 850 words

**A.C. 3.1 - Describe situations which would require application of differing management styles and behaviour**

**A.C. 3.2 - Explain the relationship between individual managerial performance and expected organisational managerial performance and behaviour**

## STATEMENT OF AUTHENTICITY

Click [here](#) to download the Statement of Authenticity form.

This statement must be completed and electronically attached to the completed assessment submitted to CMI. Any pieces of work that do not have this signed statement/declaration are inadmissible and will be returned to the Centre.

### Section 1 -

Qualification Title	
Unit Number and Title	
Centre Name	
Learner Name	
Learner CMI Number	

I \_\_\_\_\_ confirm that the work submitted is my own and that I am the sole author of this completed assessment and Sections 1 & 2 of this form have been checked and completed before submission. I have referenced/acknowledged any sources of information and Artificial Intelligence (AI) tools used in the submission; in line with the Qualification Handbook, [CMI's Assessment Guidance Policy](#) and [CMI's Plagiarism, Collusion and Artificial Intelligence \(AI\) Statement](#).

I consent to this assessment, or any extract from it, to be anonymised following which it may be used for assessment standardisation and, where appropriate, for the dissemination of good practice. The assessment will be kept in accordance with GDPR, if you have any concerns regarding this, please refer to our <a href="#">Data Privacy Policy</a>	Tick here to opt-out	
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### Section 2 -

Requirement prior to submission	Learner Signature / Initial to confirm
The Assessment Criteria (AC) have been used as headings or I have indicated or sign-posted within my work where each AC has been met.	
Word count is shown on the front sheet and is within the CMI guidelines for the unit.	
All answers relating to the Assessment Criteria (AC) are contained within the body of the text.	
Learner name and CMI membership number are identified on each page within the assessment (header or footer) and each page is numbered.	
All work that is <u>not</u> my own is clearly indicated and referenced using a formal referencing system.	
The work has been reviewed for spelling and grammar.	
Where work has been translated, the accuracy of the translation has been checked.	
<b>I understand that CMI may use plagiarism software in the detection of plagiarism, collusion and AI misuse for this submission.</b>	

I understand that a false declaration is a form of malpractice.

Learner Signature*	
Date (DD/MM/YYYY)	

*\*Please note electronic signatures are accepted*

**Ofqual unit number** D/504/9015

**RQF level** 4

**Guided learning hours** 20

**Total unit time** 60

**Credits** 6

**Aims of unit** This unit is about the skills of effective and efficient managerial style and behaviour. It will assess how managerial styles and behaviour may be adapted in line with organisational expectations.

**Good Practice** CMI's Unique Selling Point (USP) is that our centres can deliver and assess our qualifications in a variety of ways, provided the learner demonstrates achievement of the assessment criteria. The best practice details offered below aim to support our USP and at the same time give our centres an idea of the type of evidence of knowledge, understanding or ability that we would wish to see from learners.

When assessing this unit please be aware that the learner has to meet **all** the assessment criteria in order to pass. The unit is written using framework level descriptors and the assessment criteria is at a level 4 level of difficulty.

Learning Outcome 1	
Understand assumptions about human nature and managerial behaviour	
Assessment Criteria	
1.1	Identify models which make suppositions about human nature and behaviour at work
Good Practice	
<p>For this assessment criterion you are required to identify some of the models, of which there are many. You might include some of the following in your answer:</p> <ul style="list-style-type: none"> <li>● Herzberg – motivational and maintenance factors</li> <li>● Kolb's learning cycle</li> <li>● Belbin's team roles</li> <li>● Action Centre Leadership - Adair</li> <li>● McGregor – Theory X and Y</li> <li>● Maslow - Hierarchy of Needs</li> <li>● Vroom – Expectancy Theory</li> <li>● John Adair - Action-centred leadership</li> </ul> <p>You could provide a brief outline of the selected models.</p>	
Assessment Criteria	

1.2	Discuss how attitudes and assumptions can influence managerial behaviour
<b>Good Practice</b>	
<p>The answer to this question could be far ranging but to give focus you might build upon your answer to 1.1 and explore how personal experiences can affect individuals. This could include:</p> <ul style="list-style-type: none"> <li>• The halo effect</li> <li>• Gender</li> <li>• Race</li> <li>• Background</li> <li>• Education</li> <li>• Length of service</li> <li>• Age</li> <li>• Diversity issues</li> </ul>	
<b>Assessment Criteria</b>	
1.3	Evaluate a model of managerial style in which the manager can apply skills to identify, study and review their patterns of behaviour
<b>Good Practice</b>	
<p>There are many models that can be used in your answer. You are required, however, to evaluate and not just describe a model that a manager can use to study and review their behaviour.</p> <p>You might use one of the following although this is not an exhaustive list:</p> <ul style="list-style-type: none"> <li>• The Managerial Grid - Blake and Mouton</li> <li>• Action Centred Leadership –Adair</li> <li>• Situational Leadership –Blanchard</li> <li>• Ten Management Roles –Mintzberg</li> </ul>	
<b>Learning Outcome 2</b>	
<b>Understand how management style can influence managerial</b>	
<b>Assessment Criteria</b>	
2.1	Describe styles of management
<b>Good Practice</b>	
<p>You might build upon your answer in 1.3 but might also include the following, again using examples to support your response and show a deeper understanding of the various models:</p> <ul style="list-style-type: none"> <li>• The Gods of Management – Handy</li> <li>• A coaching style</li> <li>• Change management style</li> </ul>	
<b>Assessment Criteria</b>	
2.2	Identify measures of managerial effectiveness
<b>Good Practice</b>	

Using your answers from the earlier performance criteria you could build in how you identify managerial effectiveness. This could be linked to a range of performance measures including SMART objectives, agreed KPI's and personal and peer review.

### Assessment Criteria

2.3	Discuss links between management style and managerial effectiveness and efficiency
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### Good Practice

Building upon your responses to 2.1 and 2.2 you can use this section to draw the links between effectiveness and style.

### Learning Outcome 3

#### Understand the need to apply a range of management styles

### Assessment Criteria

3.1	Describe situations which would require application of differing management styles and behaviour
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### Good Practice

Giving examples from the workplace you should describe specific situations and circumstances but could support your answer through the use of models which could include the models that you have used elsewhere in your assignment. Use of Situational Leadership models might be particularly useful.

### Assessment Criteria

3.2	Explain the relationship between individual managerial performance and expected organisational managerial performance and behaviour
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### Good Practice

This assessment criterion requires that you assess the relationship and not merely give a description. Here you can assess the measures given elsewhere in this assignment and also ensure that includes behaviours as these may not have been covered in previous sections of your assignment.