

# **RMAS Commissioning Course (Regular Professionally Qualified Officer)**

Completion Pack May 2021 Version 2

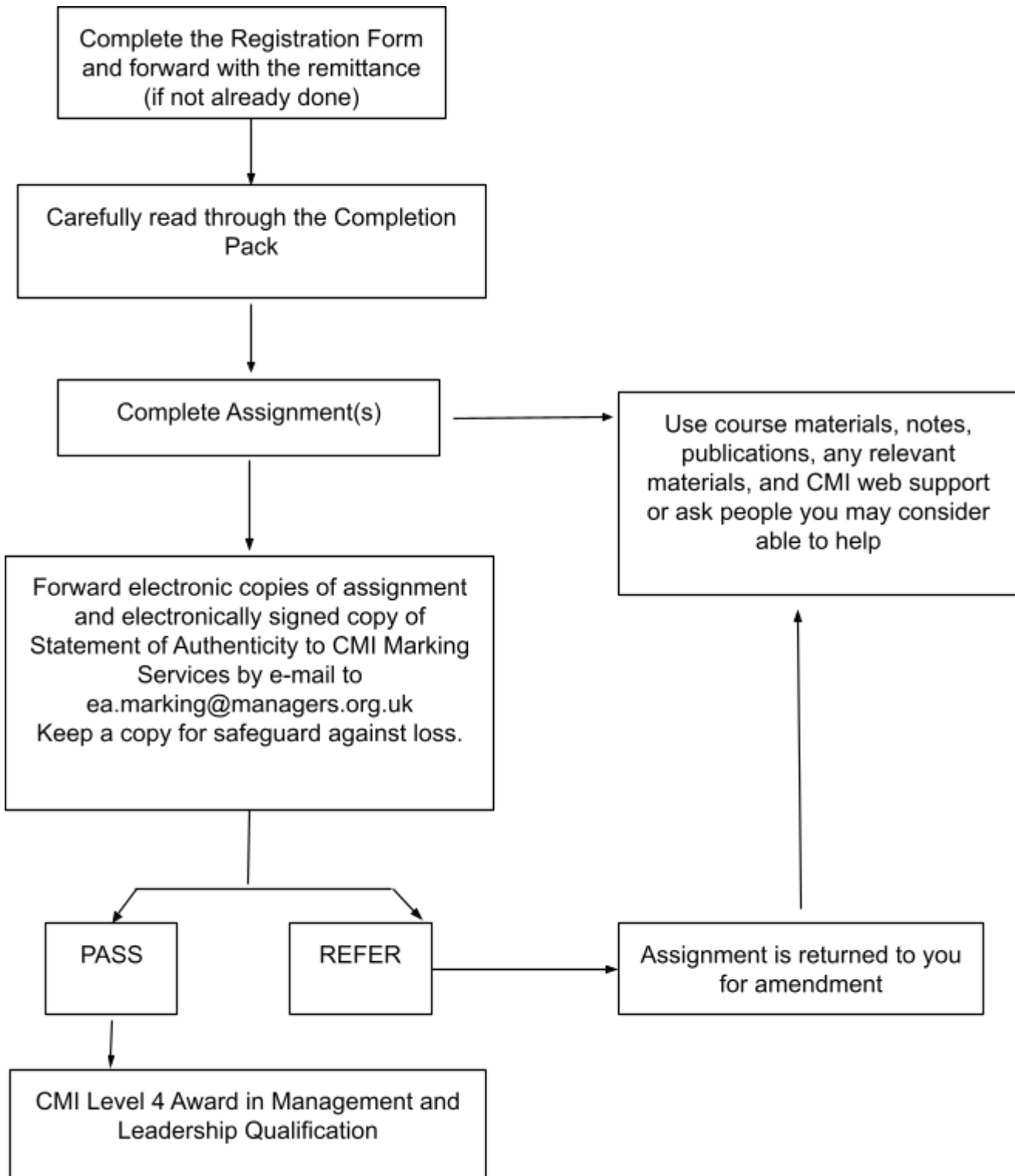
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## COMPLETION PROCESS OVERVIEW - Qualification



## INTRODUCTION

The Chartered Management Institute (CMI) has undertaken detailed mapping of your course with a view to recognising them against regulated professional qualifications. CMI has fully recognised that your course meets some of the requirements for the CMI Level 4 Award in Management and Leadership Qualification.

- The CMI Level 4 Award in Management and Leadership Qualification comprises the following unit 4006V1 that total 70 TQT/minimum of 7 credits.

**To acquire the CMI Level 4 Award in Management and Leadership, you must complete and submit the following assignment (4006V1), 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 management position. The qualifications are commended to all students as an extremely valuable addition to your in-service qualifications.

**Note that you have 12 months to submit your external assignments for marking. It is very important that you contact CMI by telephone: +44 (0) 1536 207496 before this time if you are encountering difficulties (see below).**

**If there is no contact, CMI will default for you to receive the Recognised Status. 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 4006V1:

Unit 4006V1

- 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 4006V1
- 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 a unit 4006V1 assignment to obtain the 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.

<b>CMI Level 4 Award in Management and Leadership</b>	<b>Credits</b>	<b>Actions</b>
Unit 4006V1 - Management and Leadership Influencing Skills	7	<ul style="list-style-type: none"><li>● Register for the Qualification</li><li>● Complete assignment(s)</li><li>● Submit electronic copies of assignment(s) including signed copy of Statement of Authenticity</li><li>● Keep a copy for safeguard against loss</li></ul>

## QUALIFICATION REGISTRATION

If you have not already done so, you need to register for the qualification. The registration form must be accompanied with a copy of the relevant section of your end of course certificate (i.e. JPA print out), and the requisite remittance (cheque or credit/debit 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 two further re-submissions.

**Following two Referrals for your assignment, a Resubmission Fee of £15 (+ 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

*Submission directly to CMI EA Marking*

All work must be submitted in a single electronic document (.doc file). The document must be marked with your full name, P number and unit number. Electronic assignments should be sent to [ea.marking@managers.org.uk](mailto:ea.marking@managers.org.uk)

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, P number, and the unit number - 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.

### UNIT 4006V1

#### Assignment Brief: Management and leadership influencing skills.

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

### INTRODUCTION

This unit is concerned with the ability of a manager to understand the role and use of influence in the achievement of objectives.

### 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 manager, leading a team of 6 assertive staff. Your line manager would like you to develop your influencing skills further and has asked you to carry out research based on the following tasks.

### TASK 1

Describe how leadership can be justified and accepted using three theoretical models. Describe how managers can use different tactics to influence others.

Guideline word count: 750 - 800 words

- A.C. 1.1 - Discuss the concept of leadership by authority**
- A.C. 1.2 - Discuss the concept of leadership influence**
- A.C. 1.3 - Describe a framework for managerial leadership**

### TASK 2

Explain, using theoretical models, the role of leadership in creating a culture of personal, team and organisational achievement and analyse how a manager uses communication skills in this process. Summarise the skills you would use to influence others and take responsibility for the achievement of objectives.

Guideline word count: 1,100 - 1,150 words

Guideline word count: 400 - 450 words

- A.C. 2.1 - Analyse the skills needed to communicate a clear vision and sense of common purpose for the team**
- A.C. 2.2 - Explain the skills needed to develop personal responsibility for people and task objectives**
- A.C. 2.3 - Summarise the skills needed to create a culture which could influence and encourage team members**

## TASK 3

Describe, using theoretical models, how a manager may use delegation, empowerment and management control evaluating the impact on both team and task objectives. Identify the potential impact of delegation and empowerment on management and leadership influence.

Guideline word count: 1,100 - 1,150 words

**A.C. 3.1 - Describe the application of delegation and management control in achieving objectives**

**A.C. 3.2 - Evaluate empowerment, and its implementation, on team and task objectives**

**A.C. 3.3 - Identify the results of delegation and empowerment on management and leadership influence**

## STATEMENT OF AUTHENTICITY

THIS STATEMENT MUST BE COMPLETED AND ELECTRONICALLY SIGNED BY YOU AND ATTACHED TO (EACH ONE OF) YOUR COMPLETED ASSIGNMENT(S) (ie. one for each assignment if submitting more than one) WHEN SUBMITTED FOR ASSESSMENT.

**Qualification:**

CMI Level 4 Award in Management & Leadership, Unit 4006V1	
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<b>Centre:</b>	<b>RMAS- Commissioning Course (Regular Professionally Qualified Officer)</b>	<b>Course Number &amp; Date:</b>	<b>C10432988</b>
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**Candidate Statement: Confirmation of Authenticity:**

Name	Learner Number (if known)	Learners E-mail address

I confirm that:

- I am registered on this programme with the Chartered Management Institute
- I am, to the best of my knowledge, the sole author of the completed assignment submitted.
- The attached completed assignment is all my own work, and does not include any work completed by anyone other than myself.
- I have completed the assignment in accordance with CMI's instructions and within the time limits set as given on my CMI Registration Form.

Address	Details	Note (in the Details column)
Name		If using a military address then enter the address clearly given: Name. Sub Unit Unit. Any other relevant details e.g. BFPO Number.
Street Number		
Street / Road Name		
Town Name		
Post Code		
County		

By signing my name below I am agreeing that I have read and understood the Learner Statement of Authenticity

Signature:

Date:

**Ofqual unit number** K/504/9020

**RQF level** 4

**Guided learning hours** 25

**Total unit time** 70

**Credits** 7

**Aims of unit** This unit is about management and leadership influencing skills which can be employed and their impact on the achievement of individual and task objectives.

**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.

<b>Learning Outcome 1</b>	
<b>Understand the sources of authority and leadership influence</b>	
<b>Assessment Criteria</b>	
1.1	Discuss the concept of leadership by authority
<b>Good Practice</b>	
You could introduce this section with a brief discussion on what leadership is and the different styles which are used. Consider how the concept, or theory, of leadership by authority emerges in an organisation. It would be beneficial here to include in your discussion how leaders gain their authority. You are required to discuss how managers utilise authority in their leadership. Reference to models of leadership like French and Ravens 5 Powers might assist.	
<b>Assessment Criteria</b>	
1.2	Discuss the concept of leadership influence
<b>Good Practice</b>	
Leading on from A/C 1.1 include in this section the idea that leaders in organisations may have formal authorities and how informal authority develops within groups in the workplace. In addition, you should discuss the notion that without influence, leadership does not occur. In other words, leadership is the act of influencing outcomes. The	

processes the leader uses to influence someone can take a variety of forms. For example, you could refer to transformational leadership within the example of change management.	
<b>Assessment Criteria</b>	
1.3	Describe a framework for managerial leadership
<b>Good Practice</b>	
You then need to describe a managerial leadership model or framework. Frameworks for managerial leadership include behavioural, trait, contingency and transformational theory.	
<b>Learning Outcome 2</b>	
<b>Understand management and leadership influencing skills</b>	
<b>Assessment Criteria</b>	
2.1	Analyse the skills needed to communicate a clear vision and sense of common purpose for the team
<b>Good Practice</b>	
This section requires you to carry out an analysis of the skills managers need to communicate vision and purpose effectively with a team. It takes strong leadership and management to bring about the actions which ensure the achievement of agreed goals and targets. Skills include clarity, focus, negotiation, motivation and the identification of common areas. You may consider including an analysis of the CohenBradford Influence Model or Mehrabian's Communication Model. You might want to talk about why having a clear vision and sense of common purpose is important in the context of leading a team.	
<b>Assessment Criteria</b>	
2.2	Explain the skills needed to develop personal responsibility for people and task objectives
<b>Good Practice</b>	
This section requires you to explain how personal responsibility is developed and how tasks are achieved. You could start this section with an explanation of why you think the development of personal responsibility for people and task objectives are important. What skills are used for these areas? You could make reference to theories relating to motivation, for example Maslow's Hierarchy of Needs, Alderfer's ERG theory, McClelland's Human Motivation Theory and Frederick Herzberg's motivational theory. Two or three theories is adequate and you should give examples of how these relate to the development of personal responsibility for people and task objectives.	
<b>Assessment Criteria</b>	
2.3	Summarise the skills needed to create a culture which could influence and encourage team members
<b>Good Practice</b>	
Teams working in a positive culture are highly motivated and positive and they also accomplish far more than teams that are struggling with negative energies. Here you need to provide a summary of what it takes to create this positive culture. Consider the skills required; how would you support and encourage team members? How do you ensure aims and objectives are agreed and ultimately achieved? You might want to include reference to the skills required by the team leader to establish a clear framework of expectations of work standards and individual	

and team behaviours, and of creating an environment of ownership for tasks, involvement of the team in contributing ideas, and in establishing trust.

### Learning Outcome 3

#### Understand the application of delegation and empowerment

##### Assessment Criteria

3.1	Describe the application of delegation and management control in achieving objectives
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##### Good Practice

This section requires you to describe how delegation and management control are used in support of the achievement of objectives. It would be helpful to firstly define delegation and explain management control. You could then go on to describe how these impact on the achievement of objectives. You might want to consider good and bad examples For delegation and management control to be effective managers must ensure that staff:

- know the objective the manager wants to work to achieve
- have the authority to achieve objectives
- know how to achieve the objectives.

The use of examples from the workplace would strengthen your answer.

##### Assessment Criteria

3.2	Evaluate empowerment, and its implementation, on team and task objectives
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##### Good Practice

You could open this section by defining empowerment to set the context. You could discuss how empowerment works alongside delegation, and how both require the manager to know team members' strengths and weaknesses. You should evaluate empowerment and its effectiveness in relation to teams and the achievement of objectives. You could provide an illustrative example of where empowerment has been done well and another where it has been done less well, with a note of the results and consequences on team and objectives in each case. You could discuss the benefits of empowerment and the responsibilities it brings.

##### Assessment Criteria

3.3	Identify the results of delegation and empowerment on management and leadership influence
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##### Good Practice

This section is linked to 3.1 and 3.2 and requires you to identify the impact delegation and empowerment has on the influence exercised by managers and leaders. You could use the examples of delegation already provided and go on to identify what was the result of these examples on the influence of the managers/leaders involved.