

## Level 5 Diploma in Management & Leadership

### Learner Handbook

# Hawk Training School of Management Working with the Chartered Management Institute



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HAWK TRAINING SCHOOL OF MANAGEMENT, 4<sup>TH</sup> Floor Regal House, 70 London Road,  
Twickenham, LONDON TW1 3QS  
Tel: +44(0) 20 8891 0992 [www.hawktraining.com](http://www.hawktraining.com) email: [info@hawktraining.com](mailto:info@hawktraining.com)



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# 1 Introduction to the Level 5 Diploma in Management & Leadership

Welcome to the Level 5 Diploma in Management & Leadership programme. We hope that you will enjoy the opportunity to learn more about management skills as well as benefit from gaining the qualification.

This qualification is accredited by the Chartered Management Institute (CMI) and is universally recognised in every sector of the UK business community. The award of a Royal Charter to the Institute of Management in April 2002 recognised Management as a valued profession in its own right. The Chartered Institute's primary mission is to support the development of managers and to raise standards of management performance. The qualifications in Management and Leadership enable individuals to gain public recognition for their management capability and provide employers with tangible evidence of current competence.

Hawk Training School of Management is an established management, business and personal skills development and learning provider. We have a proven track record earned in working with organisations, both large and small, on training projects ranging from single, one-day events, through to significant management and staff development programmes.

We decided to offer the Level 5 Diploma in Management & Leadership programme in partnership with the CMI in response to a growing demand from our clients. They wanted to provide tangible evidence of their investment in their managers of the future and this programme was the approach that best meets the needs of our clients and their delegates.

The emphasis of the programme is on both the functional and skills aspects of management and leadership. It is aimed at middle managers who organise and direct the work of others, and have management experience. The aim is to enable managers to develop and maintain the effectiveness and efficiency of the areas for which they are responsible by means of:

- Managing information and communication
- Customer focus and planning
- Planning and controlling physical and financial resources
- Managing change
- Managing performance
- Developing an effective management style
- Recruitment and selection
- Motivating and developing individuals and teams
- Managing health, safety and quality
- Targeted self-development

Candidates will be asked to complete a number of assignments during the course of the programme (one per unit). These will focus on the topics required for each unit and candidates will be expected to link them to their work environment. All this is explained in detail later in this handbook.

This Level 5 Diploma qualification demands a high level of commitment from candidates, but the result is worth the effort, not only because of the high value of the qualification, but also because of improved capability as a manager. At every stage participants can ask for and get support from their tutor.

So, good luck with your work towards gaining your qualification! And now read on.

## 2 Structure of the programme

The Level 5 Diploma is made up of a number of core and optional units with each unit giving you credits towards the qualification. The units are comprised of a number of guided learning hours (the input) followed by an assessment (the output).

- **Guided learning hours** - these are typically broken down into webinars or workshops and additional hours of self-study per unit. Self-study includes research; on-line activities; handling projects; and independent study or practice.
- **The assessment** – assessment is normally via practical work-based assignments (one per unit). However, for those that have specific needs other assessment methods can be used. Assignments must be 2500 – 3000 words per unit. Candidates will also be required to submit a work-related management project report.

### Award, Certificate and Diploma

*Please Note:* If required candidates will have the option of building up to the Level 5 Diploma through the Level 5 Award and Level 5 Certificate route detailed below:

- Award: learners need to complete any combination of units to a minimum of 6 credits to achieve the qualification.
- Certificate: learners need to complete any combination of units to a minimum of 13 credits to achieve the qualification.
- Diploma: learners need to complete any combination of units to a minimum of 38 credits to achieve the qualification. 38 credits can be achieved by completing 6 units

The CMI syllabus for each unit can be found in Appendix 1.

## 3 Distance Learning

Our aim is to make learning as accessible as possible, allowing individuals to acquire the skills, knowledge and management qualifications in a way that offers flexibility.

Distance learning allows candidates to study from their own residential location or from work whenever they choose.

The Distance Learning package includes:

- CMI membership;
- An individual Personal Learning Plan
- Agreed Personalised programme for completion of the Level 5 Diploma in Management and Leadership
- Access to Management Direct which provides 24/7 access to the best management on-line tool specifically designed to support learners and encourage self-directed learning;
- On line workbooks for each mandatory and optional unit with access to tutor support;
- An assigned tutor to facilitate the learning process for each individual candidate and provide academic support services;
- A variety of interactive sessions utilising a range of technologies including webinars, video conference systems, email, internet and e-Track supported by a team of technical support staff;
- Support, advice and feedback to ensure successful completion of the required assignments leading to achievement of the qualification.

## 4 How work is assessed

For the majority of the programme candidates will be expected to prepare an assignment for assessment; one per module, and will also have the opportunity to submit a management project.

For the Level 5 Diploma candidates have 3 years, starting from your CMI registration, in which to complete all your assignments. Each assignment should be accompanied by a statement to attest that the work is exclusively your own; this will be countersigned by your tutor.

When you submit your work, it will be assessed by one of our appointed Assessors, and the results and comments sent directly to you. If you fail to meet the criteria set by the CMI, the Assessor will give you advice about what is needed and you will be able to resubmit your assignment. You may submit any one assignment up to three times.

An Internal Verifier will undertake scheduled reviews of 'passed' assignments; when your portfolio of assignments is complete, it will be passed to the External Verifier from the CMI for quality control procedures.

The Level 5 Diploma qualification is awarded by the Chartered Management Institute.

Merit or Distinction Grades are not indicated – it is pass or fail.

## 5 Where you can find support

### 5.1

Information about the **Chartered Management Institute** can be obtained from the Institute directly.

Its address is: Chartered Management Institute  
Management House  
Cottingham Road  
Corby  
Northants  
NN17 1TT

Website: [www.managers.org.uk](http://www.managers.org.uk)

Telephone number: 01536 204222

Fax: 01536 201651

Email address: [mic.enquiries@managers.org.uk](mailto:mic.enquiries@managers.org.uk)

The Chartered Management Institute's membership benefits are detailed on the website. The Institute's Code of Conduct and Guides to Professional Management Practice can also be found on the website.

### 5.2

Support is readily available from your tutor. Questions about unit topics, content and assignments should be addressed to the tutor or assessor. If you have any other concerns, you will be able to discuss these with the Programme Director Joanne Barnett.

Their roles and responsibilities of our team are set out below:

#### ***Programme Director***

Is responsible for the overall quality of the delegate experience on the programme, including:

- design
- delivery
- assessment
- achievement levels
- guidance and quality improvement
- team communication

## **Course Tutors**

- Design learning packages to ensure relevant coverage of the Level 5 qualification in Management & Leadership unit content
- Deliver the modules on a group or individual monthly coaching basis
- Help delegates to understand both the development and assessment processes involved
- Undertake assessment of the units and modules
- Assist individual participants over problems they have in relation to the programme content, process or assessment
- Liaise with Assessors and Internal Quality Assurance personnel, as necessary.

## **Assessors**

- Judge the evidence of a candidate's performance, knowledge and understanding against the national standards
- Decide whether the candidate has demonstrated competence and the required underpinning knowledge
- Liaise with the tutor in respect of the learning component of the programme
- Attend team meetings to ensure continuous improvement in assessment and the programme overall.

## **Internal Quality Assurance (IQA)**

- Advise Assessors and maintain the quality assurance of assessment in the centre
- Sample assessments systematically, to confirm the quality and consistency of assessment decisions being made by Assessors
- Attend team meetings to ensure quality, consistency and continuous improvement in assessment and the programme overall
- Offer constructive feedback to assessors, tutors and Programme Director.

## **5.3 Support from a mentor**

Your organisation may wish to provide you with a mentor during the course of your studies towards the Level 5 Diploma in Management & Leadership.

## What is a mentor?

The role of a mentor is to provide you with the support you need to develop and progress at work. A good mentor is a knowledgeable adviser, experienced coach, expert resource, positive role model and career counsellor. They should facilitate self-assessment, help identify learning and development needs, assist you to build a network of contacts and help you to identify solutions to problems.

## Identifying your mentor

A typical Level 5 Diploma in Management & Leadership mentor will have most of the following attributes:

- They are respected managers themselves
- They support the concept of managerial development
- They have experience and are respected within the organisation
- They have power or influence to help candidates get the resources they need

You may already have a mentor; if so, confirm with them that they will continue to be available to offer their support throughout this programme.

## 6 Progression

Successful completion of the CMI Level 5 Diploma in Management can lead to a CMI Level 7 in Strategic Management; B.A. or B.Sc. Hons or Masters Degree.

### **PLEASE NOTE:**

A *sample* of the Level 5 Diploma in Management and Leadership Units is detailed below. Please take note of the 'Credit Value' of each unit remembering that to complete the full Diploma a minimum of **38 credits** must be selected. The **Credit Value** is detailed at the top of each unit.



## Appendix 1

### CMI – L5 Diploma Management & Leadership – syllabus content

<b>Personal development as a manager and leader</b>					
<b>Unit aim:</b>	This unit is about improving individual management and leadership skills and competencies against objectives.				
<b>Level:</b>	5	<b>Unit Number:</b>	5001V1	<b>Credit value:</b>	6
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <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 identify stakeholders and their requirements (from Unit 5005)			4.1 Determine organisational stakeholders and their expectations 4.2 Discuss methods of meeting stakeholder expectations or requirements 4.3 Identify methods of communicating stakeholders' requirements with team members 4.4 Explain processes for updating information on stakeholder requirements		

## CMI – L5 Diploma Management & Leadership – syllabus content

<b>Information based decision making</b>					
<b>Unit aim:</b>		This unit is about the communication and use of information to support decision making.			
<b>Level:</b>	5	<b>Unit Number:</b>	5002V1	<b>Credit value:</b>	7
<b>Learning outcomes The learner will:</b>			<b>Assessment criteria The learner can:</b>		
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		

## CMI – L5 Diploma Management & Leadership – syllabus content

<b>Managing Team and Individual Performance</b>					
<b>Unit aim:</b>		This unit is about the management of individual and team performance.			
<b>Level:</b>	5	<b>Unit Number:</b>	5003V1	<b>Credit value:</b>	9
<b>Learning outcomes The learner will:</b>			<b>Assessment criteria The learner can:</b>		
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 provide advice, guidance and support to improve performance.			3.1 Examine how the performance improvement cycle can support an individual and the team to improve upon their performance  3.2 Discuss the indicators of poor performance  3.3 Evaluate a range of 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		

## CMI – L5 Diploma Management & Leadership – syllabus content

<b>Resource management</b>					
<b>Unit aim:</b>		This unit is about identifying, planning, using and evaluating resources to meet objectives.			
<b>Level:</b>	5	<b>Unit Number:</b>	5004V1	<b>Credit value:</b>	7
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <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.		

## CMI – L5 Diploma Management & Leadership – syllabus content

<b>Meeting stakeholder and quality needs</b>					
<b>Unit aim:</b>		This unit is about meeting stakeholder requirements to agreed quality standards and seeking improvements.			
<b>Level:</b>	5	<b>Unit Number:</b>	5005V1	<b>Credit value:</b>	6
<b>Learning outcomes The learner will:</b>			<b>Assessment criteria The learner can:</b>		
1. Be able to support and promote staff welfare (from Unit 5001)			1.1 Discuss the relationship between staff welfare and organisational objectives  1.2 Explain the process for assessing staff welfare  1.3 Identify the actions taken by the manager in dealing with a staff welfare issue  1.4 Describe how to communicate responsibilities for staff welfare to the team  1.5 Discuss records that may be maintained to demonstrate that staff welfare is supported		
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		

## CMI – L5 Diploma Management & Leadership – syllabus content

<b>Conducting a management project</b>					
<b>Unit aim:</b>		This unit is about identifying, researching and producing a work-related project and evaluating its impact.			
<b>Level:</b>	5	<b>Unit Number:</b>	5006V1	<b>Credit value:</b>	10
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <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		

## Appendix 2

### Chartered Management Institute membership benefits



***In a dynamic world, we give you the support and guidance you need to succeed at every stage of your career.***

At the Chartered Management Institute we understand each person is unique, with different aspirations and goals. And no matter what you want to achieve, you'll find the Chartered Management Institute will benefit you from the moment you join. Whether you are a student at the outset of your career, a manager seeking to move up through your organisation or a proven performer in the boardroom, the Chartered Management Institute is your natural guide to success.

Your enrolment on a Chartered Management Institute programme means you immediately receive student membership of the Institute. This complimentary service through your Institute qualification allows you to enjoy full member status and access to a range of significant benefits to support you during your studies and in your future management career. The Institute provides professional support from a single point of contact that has the capacity to impact on your ability to deliver results and continue to develop your managerial skills and competencies.

Taking advantage of your student membership of the Chartered Management Institute is one of the best management decisions you will ever make and soon you will be able to enjoy exclusive access to the following range of benefits and resources, and much more:

- Unlimited online access to Europe's most comprehensive management information resource, the Management Information Centre. The MIC has the answer to all your management questions under one roof... over 80,000 books and articles which you can request to be delivered to your door, over 100,000 full text articles downloadable from the Web, professional help from researchers with a prompt turnaround on management literature searches and reading list requests, and management links to over 430 websites.
- Support for your continued career development from the Institute's online *smart* Continuous Professional Development (CPD), which can now lead you to the coveted 'Chartered Manager' status.
- Complimentary copies of the Institute's own management journal, *Professional Manager*, to keep you informed of the latest development in management theory and practice.
- Preferential rates on the Institute's own comprehensive range of publications, including special textbook deals offering considerable savings on published prices for student members only.
- The availability of networking, mentoring and project opportunities through the Institute's Branches, nationwide.
- Free Candidate Register to help recruiters match your skills and aspirations against job opportunities, along with career and CV advice and fact sheets.

- On completion of your qualification, free upgrade to an Assessed Member Grade, offering recognition to management achievement and status through the award of internationally recognised designatory letters.

Over 91,000 members and 520 corporate partners trust the Institute to help shape their future and the future of their organisations. Visit the Chartered Management Institute website today and discover why.

[www.managers.org.uk](http://www.managers.org.uk)

**FOR FURTHER INFORMATION AND PROGRAMME FEES PLEASE CONTACT:**

HAWK TRAINING SCHOOL OF MANAGEMENT  
4<sup>TH</sup> Floor Regal House, 70 London Road, Twickenham, LONDON  
TW1 3QS  
Tel: +44 (0) 20 8891 0992 [www.hawktraining.com](http://www.hawktraining.com)  
email: [jo@hawktraining.com](mailto:jo@hawktraining.com)

**Please note: We are located right next to Twickenham mainline railway station**

**20 minutes from Waterloo Mainline railway station in London**