



# Professional Diploma in Management and Leadership



## Professional Diploma in Management and Leadership

### ▶ Introduction

This qualification is aimed at middle managers. It represents a step change from the Certificate in Management in that it requires the manager to develop the core management skills of:

- personal development
- management resources
- understanding the impact of the market in meeting customer and quality requirements
- information management
- performance management

### ▶ Prior Learning

This programme builds on the content and learning contained in the Chartered Management Institute Certificate in Management. If you already hold this qualification, and your current or anticipated job role will require you to act in middle to senior management capacity, then the Professional Diploma in Management and Leadership is the right qualification for this stage of your career and personal development. Even if you don't hold the Certificate in Management, this will still be the case if you can show that your prior learning and experience are at a comparable level, breadth and depth.

### ▶ Assessment

Chartered Management Institute (the Institute) awards are professional qualifications that demand high standards of knowledge, understanding, reasoning and judgement, coupled with clarity of expression. Our approach to assessment for all our qualifications is built on the following principles:

- a. The assessment should, wherever possible, use work based evidence drawn from the candidate's own organizational experience.
- b. IMC will have clearly identified how the organisational dimension to the candidate's evidence and assessment will be incorporated into the assessment process.

- c. The assessment process will be sufficiently flexible to allow for the diversity of candidate organisational experience to be used, and will take into account special needs of any candidate for whom work-based evidence will be difficult to obtain.

- d. The assessment process will not compromise or present any risk to candidate, organisational or commercial confidentiality.

- e. The assessment process will recognise equal opportunity issues, will take due account of the values and ethics of management, and will focus on the application of the concepts of management in practice.

- f. The assessments must be valid, reliable and fair. For the Professional Diploma in Management and Leadership, Unit- Managing Performance, will be independently assessed by the Institute.

All the learning outcomes will be assessed locally by the IMC to a specification agreed with the Institute, and checked by the Institute's External Verifier. The External Verifier will sample candidate work throughout the programme to ensure that all the requirements are met. For the Professional Diploma in Management and Leadership, the Institute requires candidates to complete a management project, of a minimum 4000-4500 words, as part of the Centre assessment programme.

### ▶ | Guided Learning Hours

They are based on an estimate of the time that might actually be spent by the candidate being taught or instructed, as well as time candidates spend on structured learning such as directed assignments, assessments on the job or supported individual study or practice.

### ▶ | Qualification Structures

Units	Credit	Guided Learning Hours
Personal development as a manager and leader	6	20
Information based decision making	7	25
Performance management	9	30
Resource management	7	25
Meeting stakeholder and quality needs	6	20
Conducting a management project	10	35
Financial control	9	30
Project development and control	6	20
Human resource development	6	20

### ▶ | CMI Award in Management and Leadership

Candidates need to complete any combination of units to a minimum of **6 credits** to achieve the qualification.

### ▶ | CMI Certificate in Management and Leadership

Candidates need to complete any combination of units to a minimum of **13 credits** to achieve the qualification.

### ▶ | CMI Diploma in Management and Leadership

Candidates need to complete all units to achieve the qualification.

## Unit 1

### ▶ | Personal development as a manager and leader

**Aim:** This unit is about improving individual management and leadership skills and competencies against objectives.

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

## Unit 2

### ▶ | Information based decision making

**Aim:** This unit is about the communication and use of information to support decision making.

<b>Learning outcomes</b>	<b>Assessment criteria</b>
<b>The learner will:</b>	<b>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

## Unit 3

### ▶ | Performance management

**Aim:** This unit is about the management of individual and team performance.

<b>Learning outcomes</b>  <i>The learner will:</i>	<b>Assessment criteria</b>  <i>The learner can:</i>
1. Be able to identify and agree performance objectives	1.1 Explain the links between individual, team and organisational objectives  1.2 Identify the selection of, and agree, individual and team objectives  1.3 Identify and agree areas of individual and team responsibility in achieving objectives  1.4 Identify the need to create an environment of trust and support with others
2. Be able to assess performance and provide feedback	2.1 Evaluate and assess individual and team performance against objectives  2.2 Identify methods of providing feedback to individuals and teams on performance  2.3 Identify the causes of conflict, and describe strategies to minimise or prevent conflict  2.4 Explain recording systems for performance assessment for individuals or teams
3. Be able to understand performance support for improvement	3.1 Explain a performance improvement cycle  3.2 Discuss the indicators of poor performance  3.3 Evaluate methods that support performance improvement
4. Be able to understand and apply the organisation's disciplinary and grievance procedures	4.1 Discuss the organisation's disciplinary and grievance procedures  4.2 Identify the role of the manager in both a disciplinary and a grievance procedure  4.3 Summarise the key aspects of legislation that applies to an organisation's disciplinary and grievance procedures

## Unit 4

### ▶ | Resource management

**Aim:** This unit is about identifying, planning, using and evaluating resources to meet objectives.

<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.

## Unit 5

### ▶ Meeting stakeholder and quality needs

**Aim:** This unit is about meeting stakeholder requirements to agreed quality standards and seeking improvements.

<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify stakeholders and their requirements	1.1 Determine organisational stakeholders and their expectations 1.2 Discuss methods of meeting stakeholder expectations or requirements 1.3 Identify methods of communicating stakeholders' requirements with team members 1.4 Explain processes for updating information on stakeholder requirements
2. Be able to apply and improve quality standards	2.1 Discuss the meaning of quality to an organisation 2.2 Identify and apply organisational quality policies and procedures 2.3 Determine how to encourage staff to contribute ideas to improving quality 2.4 Conduct a quality audit and make recommendations for improvement
3. Be able to promote continuous improvement and change	3.1 Discuss the concept of and need for continuous improvement 3.2 Assess work activities and identify areas for improvement 3.3 Encourage staff to contribute ideas for continual improvement

## Unit 6

### ▶ | Conducting a management project

**Aim:** This unit is about identifying, researching and producing a work-related project and evaluating its impact.

<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify and justify a management project	1.1 Determine a management area for investigation that has an implication for a work-related area 1.2 Identify the aim, scope and objective of the project 1.3 Justify the aim and objective of the project
2. Be able to conduct research using sources and analyse data and options	2.1 Identify sources of data and information for the project 2.2 Analyse the data and information for options or alternatives that meet the project aim 2.3 Determine an option or alternative that meets the project aim
3. Be able to make conclusions and recommendations that achieve the project aim	3.1 Evaluate the research to make conclusions 3.2 Recommend a course of action to meet the project aim 3.3 Assess the impact of the project recommendations
4. Be able to show and review the results of the project	4.1 Determine the medium to be used to show the results of the project 4.2 Produce the results of the project 4.3 Discuss the impact of the project on the work-related area

## Unit 7

### ▶ | Financial control

**Aim:** This unit is about financial systems and controls and the impact of external factors on organisational financial management.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to understand, use and control a financial system to meet objectives	1.1 Assess the relationship(s) between a financial system or function and other systems or functions in an organisation  1.2 Describe the systems of accounts and financial statements used to control a financial system  1.3 Analyse financial information contained in a set of accounts or financial statements
2. Be able to identify and use a range of financial controls	2.1 Construct a budget for an area of management responsibility  2.2 Develop budgetary control systems and compare actuals with planned expenditure  2.3 Discuss corrective actions to be taken in response to budgetary variations  2.4 Identify conflicts that can occur with management control systems and how these could be resolved or minimised
3. Be able to understand the sources and availability of finance to an organisation	3.1 Identify the current and potential sources of finance that support organisational activities  3.2 Evaluate the distribution of finance in support of organisational activities  3.3 Discuss the monitoring and control of finance employed in support of organisational activities

## Unit 8

### ▶ | Project development and control

**Aim:** This unit is about understanding projects, developing project plans and management strategies, and ensuring projects achieve objectives with targets.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to identify the components of project stages and lifecycle	1.1 Describe the component stages of a project 1.2 Define a project lifecycle from conception to commissioning or hand over 1.3 Assess where projects fit in operational management activities
2. Be able to describe project methodologies and their application	2.1 Discuss standard approaches available to manage projects 2.2 Describe the process of developing an effective project management environment 2.3 Discuss identification of and communication with all project stakeholders 2.4 Identify the fundamentals of a business case to support a project
3. Be able to develop a project plan, identify and mitigate risks and construct a monitor and review strategy	3.1 Design a project plan to achieve a specified objective 3.2 Identify the financial components including risk appraisal, which need to be developed for effective project design and control 3.3 Develop a monitoring and reviewing strategy for the project that assesses the impact and achievement of the project

## Unit 9

### ▶ | Human resource development

**Aim:** This unit is about identifying individuals required for work objectives and providing objective development opportunities for individuals.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to devise a human resource plan for a work area, to meet organisational objectives	1.1 Evaluate criteria required to identify human resources for a work area 1.2 Identify techniques to assess the capabilities of a team to meet objectives 1.3 Construct a human resource plan for a work area
2. Be able to identify and plan for individual development to meet organisational objectives	2.1 Assess the abilities and capabilities of staff to meet current and future objectives 2.2 Develop a personal development plan for an individual to meet current and future objectives 2.3 Agree personal development plans with individuals
3. Be able to initiate a personal development plan for an individual and evaluate progress	3.1 Identify those with whom support is required to initiate the personal development plan 3.2 Initiate the plan and review and monitor progress against agreed objectives 3.3 Evaluate the plan on completion and its contribution to organisational objectives

your  
**SUCCESS**

IMC Middle East  
P.O. Box 243, PC 133  
Sultanate of Oman  
T: +968 247 933 35  
F: +968 244 902 72  
info@imc-middleeast.com

IMC GB (Head Office)  
Formations House  
29 Harley St., London W1G 9QR  
T: +44 2076 1248 49  
F: + 44 2079 2732 32  
info@imcgb.co.uk

our  
**Goal**