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People Development Limited

*Developing  
managers  
who shine*

## **CMI Level 3 Principles of Management and Leadership**



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# **CMI Level 3 Principles of Management and Leadership**

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## **CMI Level 3 Principles of Management and Leadership**

These qualifications have been designed for practising or aspiring managers in roles such as:

- Team Leader
- Supervisor
- Project Officer
- Shift Manager
- Foreperson

Different organisations use titles to mean different things but these qualifications are aimed at those who supervise or manage a team to achieve clearly defined outcomes. As part of their role they will set and monitor goals and objectives by providing instruction, direction and guidance. Day to day operational and project activities will be a key part of their role.

The qualifications provide an introduction to the skills, roles and responsibilities of management and are available in three sizes: **Award**, **Certificate** and **Diploma**.

Achievement of a management and leadership qualification will develop skills and knowledge and can:

- Increase your performance
- Enhance your professional reputation
- Dramatically boost your career prospects.

## Qualification Structure

You can tailor the qualifications to meet your needs and areas of interest by selecting from a range of units to achieve TUT hours. TUT (Total Unit Time) is based on estimated time expected for the average learner to be taught the content, additional informal learning and preparation and completion of assessment. TUT is provided by CMI for each unit.

For the Level 3 **Award** you select units to achieve **40** TUT hours.

For the Level 3 **Certificate** you select units to achieve **121** TUT hours.

For the Level 3 **Diploma** you select units to achieve **370** TUT hours.

Units are organised into two key themes:

- Foundations for Excellence
- Developing Capabilities, Delivering Results, Driving Best Practice.

Theme: Foundations for excellence	
Unit Names	TUT Hours
<p><b>CMI 301 Principles of Management and Leadership</b></p> <p>Being equipped with the knowledge, skills and behaviours to manage and lead effectively is essential if an individual and their organisation are to succeed. This unit has been designed for learners who want to develop or sharpen their professional edge and enhance personal effectiveness. The unit focuses on the ways organisations operate, the application of management and leadership approaches and how these can positively impact on own role, lead to improved performance, and support teams, colleagues and customers.</p> <p>The aim of the unit CMI 301 is to introduce the foundations for managers, which will be developed throughout all the level 3 units.</p>	68

**Theme: Developing capabilities, delivering results, driving best practice**

**Interpersonal excellence - managing people & developing relationships**

<b>Unit Names</b>	<b>TUT Hours</b>
<p><b>CMI 302 Managing a Team to Achieve Results</b></p> <p>The ability to manage teams, which are able to communicate effectively and overcome barriers to achievement, is a critical skill for any manager. High performing cohesive teams are created in an environment where there is a collective understanding of values, goals and objectives. This unit has been developed to support managers in understanding the nature of teams in the workplace, and how these can be managed to achieve results.</p>	53
<p><b>CMI 303 Managing Individuals to be Effective in their Role</b></p> <p>High performing individuals impact on the performance of teams and the organisation. The aim of this unit is to develop the manager's understanding of how to confidently use their knowledge, skills and abilities to support individuals, not only to perform well, but to exceed expectations.</p>	43
<p><b>CMI 304 Principles of Communication in the Workplace</b></p> <p>As the range of communication tools used by a business continues to grow, and new technologies emerge, managers are faced with the challenge of how to select and use different tools to ensure that communication is effective, timely and has impact. The aim of this unit is to equip managers with the knowledge and skills to select and use a range of workplace communication methods. These must be measurable and tailored to the needs of the target audience.</p>	42

<p><b>CMI 305 Building Stakeholder Relationships using Effective Communication</b></p> <p>Developing relationships with internal and external stakeholders is an essential management skill. Stakeholders can have a positive or negative impact on the success of an organisation. The aim of this unit is to equip managers to identify and understand stakeholder’s needs, know the purpose and benefits of building relationships with different stakeholder groups, and the methods of communicating with them to achieve results.</p>	<p>40</p>
<p><b>CMI 306 Principles of Equality, Diversity and Inclusive Working Practices</b></p> <p>Treating colleagues, customers and stakeholders with dignity and respect enables relationships to develop and thrive. This unit focuses on how to develop inclusive working practices in line with organisational and legal frameworks. This will not only improve the productivity and well-being of staff, but impact positively on the whole customer experience.</p>	<p>53</p>
<p><b>CMI 307 Developing the Knowledge, Skills and Abilities of Individuals and Teams</b></p> <p>A skilled and adaptable workforce is a collective group of people equipped with the knowledge skills and abilities to achieve and exceed objectives. This unit aims to support managers to identify and select innovative development opportunities. It will enable them to identify approaches to support and promote participation, and how to monitor the impact of development activities for individuals, teams and the organisation.</p>	<p>34</p>

<p><b>CMI 308 Managing Volunteers</b></p> <p>Volunteers are uniquely placed to offer a wealth of skills and abilities to compliment those of employed staff within an organisation. Managed well, they can help an organisation improve the quality and capacity of the service. The aim of this unit is to equip managers with the knowledge of how to engage, motivate and support volunteers to be effective within their role and address challenges with a positive 'can-do' attitude.</p>	<p>49</p>
<p><b>CMI 309 Responding to Conflict in the Workplace</b></p> <p>Conflict and disagreements in the workplace have a detrimental effect on team dynamics, productivity and motivation. The ability to respond effectively to conflict is a fundamental skill for all managers. This unit aims to support managers to understand the types and causes of conflict and how to identify strategies to respond to conflict situations in a timely and professional manner.</p>	<p>23</p>
<p><b>CMI 310 Supporting Teams and Individuals through Change</b></p> <p>Change is inevitable if an organisation is to maintain competitiveness and currency of practice. Managers are constantly asked to implement change to respond to commercial pressures, legal or organisational requirements, efficiencies or improvements. Success often depends on the support given by managers to staff. The aim of this unit is to enable managers to lead people positively through change. This is achieved by implementing plans which identify ways to make change successful, and gaining the support and trust of individuals and teams.</p>	<p>42</p>

## Organisational performance – delivering results (day to day activity)

Unit Names	TUT Hours
<p><b>CMI 311 Contributing to the Delivery of a Project</b></p> <p>Whilst the scale, significance and complexity of a project will vary, the principles of carrying out a project will ultimately be the same. This unit aims to equip managers with the knowledge, tools, and techniques for managing and monitoring projects. It also identifies approaches to managing risk and responding to the needs and expectations of stakeholders. The skills a manager will learn, will not only enable them to improve own working practice, but will impact on the achievement of project outcomes.</p>	55
<p><b>CMI 312 Managing Daily Activities to Achieve Results</b></p> <p>Working efficiently is essential if a business is to remain competitive. A well-structured workload is key to individual and team success. The aims of the unit are to equip managers with the knowledge to identify priorities and set measurable objectives. Managers will know how to organise and allocate daily work activities, monitor outcomes, and respond practically to problems in a manner which supports the achievement of results.</p>	40
<p><b>CMI 313 Developing and Sharing Good Practice</b></p> <p>Developing and sharing good practice enables individuals and organisations to develop and increase their potential to exceed personal and organisational expectations. This unit explores how good practice can be developed, maintained, adopted and shared with stakeholders.</p>	42

<p><b>CMI 314 Managing Budgets and Resources</b></p> <p>Budgets and resources are crucial to the functioning of any organisation. Organisations need to plan and manage money and resources to remain operational. The aim of this unit is to equip managers with the knowledge that they need to manage budgets and other resources. This allows them to remain efficient and effective.</p>	50
<p><b>CMI 315 Principles of Health and Safety in the Workplace</b></p> <p>Health and safety is important as it protects the well-being of employees and customers. There are serious, legal, financial, and reputational consequences if neglected. The aim of this unit is to equip managers with an understanding of their statutory and organisational responsibilities in making the workplace safer.</p>	52
<p><b>CMI 316 Monitoring Quality to Improve Outcomes</b></p> <p>The names of organisations who have built their reputation on the quality of their products or services readily come to mind. Managing quality is a collective activity, which has to be monitored continually to ensure standards are consistently met. The aim of this unit is to equip managers with the understanding of how quality systems are used, the tools and techniques for monitoring and measuring quality, and the requirements needed to support a quality audit. The impact of this knowledge is to drive a culture of continuous improvement within the organisation.</p>	47
<p><b>CMI 317 Supporting the Delivery of Customer Service</b></p> <p>Customers are key to the success of any business. It is essential to know how to deliver a great customer experience that meets and exceeds expectations all customers. This is regardless of whether they are a colleague, department within an organisation, or a member of the public purchasing a product or using a service. The aim of this unit is to equip managers with an understanding of the parameters in which good customer service is delivered. It focuses on the end to end customer journey and encourages the manager to reflect on the customer service experience through the customer's eyes.</p>	41

<p><b>CMI 318 Managing Data and Information</b></p> <p>The ability to solve problems, make timely business decisions and respond to customers' needs is all dependent on the ability to access good quality data and information. With growing volumes of data, this challenge has become increasingly difficult to manage. The aim of this unit is to equip managers with the knowledge of how to gather, assess and analyse different types of data and information, and how to report findings for different business purposes within legal and organisational guidelines.</p>	45
<p><b>CMI 319 Managing Meetings</b></p> <p>Managers are increasingly faced with days packed full of meetings that leave little time to get things done. Run well, meetings can be a place where issues are discussed, problems resolved, and decisions are made. However, all too often, meetings lack purpose and there is frustration if little has been achieved. The unit content has been designed to challenge traditional thinking. It aims to equip managers with the knowledge and tools to try different approaches when conducting meetings. It also explores good practice for preparing for and leading meetings, which have impact and also delivers results.</p>	31
<p><b>CMI 320 Presenting for Success</b></p> <p>Delivering presentations can be very challenging. When done successfully, a presentation can lead to a job offer or a new contract. It also has the potential to engage team members to buy-into new ideas, or embrace new projects and opportunities. The aim of this unit is to equip managers with the knowledge and skills to plan presentations to meet the needs of a target audience. The unit will enable managers to develop the knowledge and tools to deliver great presentations, which engage an audience and motive them to want to know more.</p>	48

<b>Personal Effectiveness – managing self</b>	
<b>Unit Names</b>	<b>TUT Hours</b>
<p><b>CMI 321 Managing Own Personal and Professional Development</b></p> <p>In order to meet the demands of an ever changing workplace, individuals need to ensure they continue to update and develop their knowledge and skills. Planning for personal and professional development ensures greater opportunities for success. The purpose of the unit is to support the manager to identify the benefits of engaging in personal and professional development. By using the knowledge gained, a meaningful development plan will be created to support them to become an effective manager in the workplace.</p>	45

### **How does it work?**

You will have an **initial meeting** (usually via phone) with your personal tutor who will introduce his/herself, get to know you and your role and confirm that this is the most suitable qualification for you. This is a great opportunity for you to ask questions and gain a clear understanding of what is required. Throughout your studies your personal tutor will provide you with support and direction to develop your skills and knowledge as per your selected units.

A **qualification handbook** which contains details around assignment writing and other important information will be sent to you together with the **syllabus** – this is the units with much more detail about what you need to know and be able to do.

Your **induction** is probably the time when you will start to select which units you wish to work towards and your tutor will provide guidance with this and will then go on to help you to plan how you will develop your knowledge and skills in readiness for completing your assignments. Induction will also include a tour of Management Direct – CMI’s own hub containing a wealth of world class resources.

**Management Direct** will be your usual starting point for learning. It is CMI’s online portal of industry-led management and leadership content. Packed full of best practice, leader videos, articles, e-books, checklists and interactive e-learning, Management Direct provides informative content to support your learning and day to day role as a manager. Your tutor may provide additional materials and you will be encouraged to conduct your own internet and hard copy based research – with support of course. You will then discuss your learning during your scheduled monthly meeting and plan your assessment and/or next steps.

Be assured that your whole programme will be tailored to meet your needs - there is unlimited telephone and email contact throughout.

### **How will you be assessed?**

Assessment is usually through completion of a series of tasks which mix knowledge and understanding with application in your workplace. Written work for all tasks will total 2,000 – 2,500 words per unit but may be less for units with a lot of practical tasks.

You will be provided with an Assessment Booklet which will detail what you need to do and support is available on how to write and reference assignments in your qualification handbook, on Management Direct and from your personal tutor.

You will of course have the opportunity to discuss all assessments with your tutor and we encourage submission of a draft to check that you are on the right lines.

Target dates are agreed for the submission of assignments with written and verbal feedback provided afterwards.

If your assignment is a pass you can move straight onto the next unit. If there is further work to do, your tutor will discuss this with you and support you in completing it.

The grading system for CMI assignments is Pass or Refer.

### **Certification**

Upon successful achievement of the required number of TUT hours you will be awarded the **CMI Level 3 Award, Certificate or Diploma in Principles of Management and Leadership**

### **Equivalences**

CMI qualifications at Level 3 portray practical skills and competences that are rated in academic terms as being comparable in level to A Levels.

### **Entry Requirements**

There are no formal entry requirements however you will need to demonstrate through your application and initial discussion that the qualification is appropriate and will satisfy your needs.

## Duration

As this qualification is tailored to meet your requirements you can start at any time. A target completion date will be agreed to reflect your needs. As a guide, Awards are expected to take around 3 months, Certificates around 6 months and Diplomas 10 to 12 months to complete but it could be much shorter or longer depending on your circumstances.

## Progression

Upon successful completion of their qualification, learners are able to progress to further learning within the suite of Level 3 Qualifications in Principles of Management and Leadership - i.e. completing an Award and topping-up to Certificate or Diploma.

Learners may also wish to further their ongoing personal and professional development by accessing other CMI qualifications, such as the CMI Level 5 Qualifications in Management and Leadership with the goal of becoming a Chartered Manager.

## Cost

CMI Level 3 Diploma in First Line Management	£1,495
CMI Level 3 Certificate in First Line Management	£755
CMI Level 3 Award in First Line Management	£555

Fees include all assessment and coaching within a 12 month period, registration and certification plus studying membership of CMI but are exclusive of VAT.

## **The Chartered Management Institute**

CMI is the only chartered professional body in the UK dedicated to promoting the highest standards of management and leadership excellence. With a member community of over 100,000, CMI gives managers and leaders, and their organisations, the skills they need to improve their performance and create impact.

## **Helios People Development**

We are an established training and development company delivering qualifications across the UK and to international students as supported distance learning. All students are allocated a personal tutor with whom they will have regular contact – usually on a monthly basis. This structured approach is proven effective in keeping even the busiest managers on track.

### **Next Steps**

For a no obligation chat please contact Helen on 07712 043483 or email [helen@helios-online.co.uk](mailto:helen@helios-online.co.uk)