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## Unit Aims

CMI Code	Unit Title	Unit Aims
501	Principles of Management and Leadership in an organisational context	Being equipped with the knowledge, skills and behaviours to manage and lead in a variety of organisational settings 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. Learners will evaluate the impact of an organisation's structure and governance on management and leadership. They will explore theoretical models, management and leadership styles and approaches designed to promote a culture of mutual trust, respect and support.
526	Principles of leadership practice	The aim of this unit is to develop managers' understanding of ethical leadership and the impact of culture and values on leadership. Managers will examine leadership models and the concept of empowerment, with consideration of techniques and methods for leading others.
502	Principles of developing, managing and leading individuals and teams to achieve success	The ability to lead individuals and teams to success is arguably the most important skill a manager can possess. This unit focuses on the essential management and leadership skills required to fulfil this challenging but rewarding role. The unit opens by focusing on the theoretical and practical approaches to developing, leading, and managing teams (remote or multi-disciplinary). The manager will look at techniques to assess current and future team capabilities, including the role of recruitment, selection and staff development which supports this. On successful completion of the unit, the manager will not only know the principles of managing individuals and teams, but they will understand approaches for supporting, motivating and inspiring teams and individuals to exceed expectations.
503	Principles of managing and leading individuals and teams to achieve success	When individuals and teams are managed well, organisations thrive and staff satisfaction increases. The aim of this unit is to equip managers with an in-depth understanding of the theoretical and practical approaches to leading and managing teams effectively. Managers will identify the techniques used to monitor and manage individual and team performance, assess current and future capabilities and adopt approaches to respond to these. On successful completion of the unit, managers will not only understand how to meet the challenge of leading individuals and teams, they will know how to support, motivate and inspire them to exceed expectations.
504	Managing performance	Managing the performance of staff is essential to the smooth running of an organisation. This unit evaluates the reasons for managing performance and the approaches that can be used. It explores methods of rewarding the performance of individuals who exceed expectations, and analyses ways of managing under performance in a professional and supportive manner. This unit focuses on the way performance management, when used effectively, is able to impact on individual and organisational achievement.



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505	Forming successful teams	Teams play a vital role in enabling organisations to achieve their goals. This unit focuses on the purpose and characteristics of successful teams. Learners' will review theoretical and practical approaches to team formation; and be able to analyse, and respond to challenges which occur when new teams are formed proactively.
506	Managing equality, diversity and inclusion	Effective management of equality and diversity not only benefits staff and stakeholders, it can positively impact on an organisation's achievement. This unit has been designed to enable the learner to analyse the requirements for managing, monitoring and reporting on equality, diversity and inclusion. It focuses on the skills required to lead by example and how to adapt leadership styles to support others to see the benefits of inclusive practice. On successful completion of the unit, learners will be armed with the knowledge required to develop and implement an Equality action plan, and monitor its outcomes to make continuous improvement.
507	Principles of delivering coaching and mentoring	Coaching and mentoring are proven techniques used to enhance the skills, knowledge, talents and potential of individuals as part of an organisational learning and development strategy. This unit explores the principles and practices of coaching and mentoring, and the impact these techniques can have in the development of a high-performance culture.
508	Principles of developing a skilled and talented workforce	Having a skilled and talented workforce is fundamental if an organisation is to succeed. As responsibility for individual and team development becomes increasingly devolved to managers, it is essential they have the knowledge, skills and capabilities to ensure development needs are successfully met. This unit has been designed to enable the learner to understand the role of the manager in workforce development, and the scope and purpose of development activities. They will also have opportunity to explore innovative approaches for delivering workforce development and how well-chosen learning and development activities can contribute to a talent management strategy.
509	Managing stakeholder relationships	Good relationships, whether they are with customers, suppliers, partners or staff, are a key contributor to an organisation's success. To build stakeholder relationships that are long lasting and sustainable, they need to be planned and developed. This unit explores the types and purposes of stakeholder relationships and the skills required to overcome challenges and manage these effectively.
510	Managing conflict	Managing conflict takes resilience. It requires the ability to evaluate complex information, make evidence-based judgements and act professionally within the bounds of organisational and legal frameworks. This unit is designed to equip the learner with strategies to manage conflict with confidence, find creative solutions and make difficult decisions.
511	Principles of recruiting, selecting and retaining staff	Recruiting and selecting staff is a major challenge in a competitive market. Organisations are increasingly looking for innovative approaches to recruit individuals from the broadest talent pool. This unit has been designed to equip learners with an understanding of the factors which impact on recruitment. They will know how to develop plans and strategies for selecting staff, and identify approaches for retaining the best of the best.



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512	Workforce planning	All organisations need a workforce with skills and behaviours that will better enable them to meet their objectives. In competitive environments, having the right people in the right place and at the right time continues to be a challenge. The aim of this unit is to enable managers to understand the rationale for workforce planning and know how to develop a workforce plan to meet organisational objectives.
513	Managing projects to achieve results	The ability to manage projects is a vital skill for all managers. This unit focuses on the knowledge and skills required to manage projects successfully and overcome problems and challenges. It requires the learner to evaluate the methods and tools for planning tasks and activities, as well as knowing how to implement and manage project activities, build stakeholder relationships, manage resources and risk, monitor progress and report on outcomes.
514	Managing change	Change is inevitable if an organisation is to maintain competitiveness and currency of practice. This unit has been designed to enable the learner to evaluate types and reasons for change within organisations and be able to select and apply theoretical models for its management. The purpose is not only to enable learners to develop the skills to manage change and achieve set objectives, but to do so in a professional manner with open and honest communication throughout the entire process.
515	Creating and delivering operational plans	The ability to translate organisational objectives into operational plans is an essential management skill. The unit opens with the importance of understanding the strategic direction of the organisation and how to contribute to the strategic planning process. It then focuses on the knowledge and skills required to create and deliver operational plans. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.
516	Planning, procuring and managing resources	Inadequate resourcing can impact on the ability to achieve objectives; whilst being over resourced has financial implications. This unit has been designed to enable managers to understand and respond to the challenge of managing and monitoring resources. Learners will understand the importance of effective and efficient resource use, identify and plan resource requirements and know how to procure resources in line with regulatory requirements.
517	Principles of innovation	Innovation has the power to transform organisations, teams and individual performance. When a culture of innovation and entrepreneurship thrives, new ideas and initiatives flourish. This unit has been designed to enable learners to identify opportunities for innovation in the workplace (which may be in the form of new working practices, processes, new products or services), analyse the rationale for developing initiatives and know how to turn ideas into reality.
518	Managing risk	Business outcomes are optimised when risks are identified and managed effectively. This unit has been designed to equip learners with an understanding of the scope and purpose of business risk management. This includes an evaluation of the types of business risks, the governance and approaches for managing these effectively, and how risk management can be implemented successfully within organisations.
		Quality may be defined as excellence, capacity, grade, worth or meeting customer expectations. Whilst



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519	Managing quality and continuous improvement	the definition of quality can easily be found in a dictionary it is much harder to develop and maintain. This unit looks at the challenge of developing quality within organisations. It focuses on embedding continuous improvement into working practices. On successful achievement of this unit learners will understand the scope and purpose of quality management, approaches, tools and techniques for managing quality and how to judge its success.
520	Managing finance	Financial management skills are essential for all managers regardless of whether there is a dedicated finance team within an organisation. Financial acumen enhances decision making skills, which in turn supports management of projects, tasks and functional areas. This unit has been designed to enable learners to understand how financial systems within organisations operate. Learners will evaluate the sources of finance for organisations, and understand the principles for setting and managing budgets in line with regulatory and organisational guidelines. This unit has been designed to enhance the learner's confidence and credibility in financial management, which will translate into improved management skills.
521	Using data and information for decision making	The ability to analyse and manage data and information can lead to increased competitiveness, innovation, productivity and customer satisfaction. However, with data and information volumes increasing at unprecedented levels, the ability to interpret, use, and harness 'big data' can become an organisational challenge. The aim of this unit is to equip learners with an understanding of the purpose and practices of interpreting, managing and presenting business data and information to inform decision making.
522	Managing the customer experience	Delivering an exceptional customer experience is a challenge which requires skill, commitment, and an in-depth understanding of customer needs. The aim of the unit is to develop managers understanding of their role and responsibilities in managing the customer experience. Learners will develop an understanding of the key features of a customer service culture and the customer journey, which if managed effectively will impact on an organisation's success.
523	Principles of marketing products and services	Marketing products and services is an activity which can be applied to a myriad of different business contexts. From utilising technology to create new processes and support services to improve the customer experience through to developing or adapting products or services to meet changing needs, the principles of marketing remain the same. The aim of this unit is for the learner to understand the role of marketing to achieve organisational objectives. The learner will analyse the marketing environment, understand how to market a product or service and know how to judge the success of marketing outcomes.
524	Conducting a management project	Research into approaches to management and leadership can lead to dynamic results. Innovation, product development, performance improvement, change, customer service excellence, strategy and problem solving are just some of the results. Without research business can stagnate. The aim of the unit is for the learner to conduct management research which will have an impact on individual and/or



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		organisational practice. It is expected that learners will plan and manage a genuine project in the workplace or an academic enquiry relevant to an identified business need or challenge.
608	Strategic corporate responsibility and sustainability	Corporate Social Responsibility (CSR) and sustainability are topics keenly related to organisational accountability. Definitions and approaches taken to manage and lead CSR and sustainability vary according to the type and purpose of an organisation and its governance. Approaches typically include the development of aims and objectives, policy and strategy, with the intent to address the impact of an organisation's activity on society, the environment and a commitment to ethical and responsible conduct.
525	Using reflective practice to inform personal and professional development	Reflective practice is an essential management tool which supports the development of knowledge, skills and behaviours in the work place. By consciously analysing own performance, decision making, leadership and management skills (in different situational contexts); opportunities for on-going development can be identified. The aim of the unit is to equip learners with the understanding of the value of reflective practice, and how reflection can be used as the basis of a meaningful personal and professional development.