

**CMI Level 5 Qualifications in Professional  
Consulting (QCF) Syllabus**  
April 2012 – Version 1



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## Qualification objective

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The CMI Level 5 Qualifications in Professional Consulting (QCF) have been developed by Chartered Management Institute (CMI) in cooperation with the Institute of Consulting (IC).

These qualifications are designed for Professional Consultants and those aspiring to become a Professional Consultant and who want to develop key skills such as planning and managing consultancy interventions, the client relationship, communication and problem solving tools and techniques.

## Titles and reference numbers

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The titles given below are the titles as they will appear on the qualification when awarded to the learner. The qualification reference number is the number allocated to the qualification by the Regulator at the time of accreditation, which confirms that this is a fundable qualification on the QCF and is on the Register. The CMI code is the code which should be used when registering learners with CMI. Each unit also has a unique QCF unit number – this appears with the content of each unit at the end of this document.

In accordance with Ofqual Condition E2, an awarding organisation must ensure that each qualification which it makes available, or proposes to make available, has a title which it uses consistently in its advertising and in its communications with users of qualifications. This includes:

- The name of the awarding organisation
- The level of the qualification
- The type of qualification (where the qualification has a type)
- A concise indication of the content of the qualification
- Any Endorsement known at the time the qualification is submitted to the Register

Therefore all CMI Approved Centre must use the full qualification title as per below when advertising or making reference to the qualifications.

<b>CMI Code</b>	<b>Title</b>	<b>Qualification reference number</b>
5A26	CMI Level 5 Award in Professional Consulting (QCF)	600/4447/0
5C26	CMI Level 5 Certificate in Professional Consulting (QCF)	600/4448/2
5D26	CMI Level 5 Diploma in Professional Consulting (QCF)	600/4449/4

## Accreditation dates

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These qualifications are accredited from 1<sup>st</sup> September 2012, which is the operational start date in CMI Approved Centres. The accreditation ends on 31<sup>st</sup> August 2017.

## Progression

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IC and CMI recommendation for progression once completing the Professional Consulting qualifications would be to progress onto CMI Level 6/Level 7 Award/Certificate/Diploma in

Management and Leadership (QCF) qualifications. CMI Level 7 Award/Certificate/Diploma in Coaching and Mentoring (QCF) or CMI Level 7 Award/Certificate/Diploma in Professional Consulting (QCF).

## Entry requirements

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These qualifications can be offered to learners from age 19. CMI does not specify entry requirements for these qualifications, but Centres are required to ensure that learners admitted to the programme have sufficient capability at the right level to undertake the learning and assessment.

CMI Approved Centre must ensure Learners are recruited with integrity onto appropriate qualifications that will:

- meet their needs
- enable and facilitate learning and achievement
- enable progression

In order to achieve this, the CMI Approved Centre will need to:

- Provide relevant programme information, guidance and advice, to enable informed Learner choice
- Publish entry and selection criteria
- Demonstrate that Learners are recruited with integrity
- Carry out comprehensive Learner induction that:
  - addresses programme and organisational requirements
  - explains Learner facilities
  - identifies Learners' development needs
  - develops an Individual Learning Plan

The qualification is offered in the medium of the English Language.

## Credit values

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**Credit value** is defined as being *the number of credits that may be awarded to a learner for the successful achievement of the learning outcomes of a unit.*

The credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

**Learning time** is defined as *the amount of time a learner at the level of the unit if expected to take, on average, to complete the learning outcomes of the unit to the standard determined by the assessment criteria.*

**Guided Learning Hours** is defined as *the number of hours of teacher-supervised or directed study time required to teach a qualification or unit of a qualification.*

## Rules of combination

**Rules of combination** are defined as being *a description of the credit accumulation requirements for the achievement of a named qualification*. The rules of combination must be adhered to in order to achieve the qualification.

### CMI Level 5 Award in Professional Consulting (QCF)

Learners must complete one unit to a minimum of 7 credits to achieve this qualification

#### Mandatory

Unit Number	Unit Name	Level	Credits
5029	Introduction to consulting essentials	5	8
5030	Planning and managing consultancy interventions	5	8
5032	The client relationship	5	8
5033	Communication for consultants	5	7
5034	Problem solving tools and techniques for consultants	5	9

### CMI Level 5 Certificate in Professional Consulting (QCF)

Learners must complete two units to a minimum of 13 credits to achieve this qualification

#### Mandatory

Unit Number	Unit Name	Level	Credits
5029	Introduction to consulting essentials	5	8
5031	The role and responsibilities of a consultant	5	6
5030	Planning and managing consultancy interventions	5	8
5032	The client relationship	5	8
5033	Communication for consultants	5	7
5034	Problem solving, tools and techniques for consultants	5	9

### CMI Level 5 Diploma in Professional Consulting (QCF)

Learners must complete all mandatory units to a total of 25 credits and three optional units to a minimum of 18 credits to achieve this qualification

#### Mandatory

Unit Number	Unit Name	Level	Credits
5030	Planning and managing consultancy interventions	5	8
5032	The client relationship	5	8
5034	Problem solving, tools and techniques for consultants	5	9

#### Optional

Unit Number	Unit Name	Level	Credits
5029	Introduction to consulting essentials	5	8
5031	The role and responsibilities of a consultant	5	6
5033	Communication for consultants	5	7
5009	Project development and control	5	6
5017	Management coaching practice	5	6
5019	Management of action learning	5	6
6003	Managing the change process	6	7

## Delivery of CMI qualifications

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For information and guidance on delivery of CMI qualifications, please see the CMI Level 5 Guidance document. [Please click here to view this document.](#)

## Assessment and verification

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For information on assessment and verification of CMI qualifications, please see the CMI Level 5 Guidance document. [Please click here to view this document.](#)

## External Assessment

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As part of our dedicated service, Chartered Management Institute (CMI) Awarding Body offers the opportunity for all centres to have their Learner's assignments Externally Assessed.

Some CMI Approved Centres choose to send one assignment of the qualification to be externally assessed, as it gives the learner a CMI quality stamp, as it is marked and assessed by the Awarding Body.

This service provides Centres with a simplistic, professional and cost effective way to get their CMI Learner's work assessed and certificated within a six week period and all for the excellent price of just £30 per assignment (excluding VAT).

Further information on this service and the units for which it is available appears on the [CMI website](#).

## Recognition of Prior Learning and Achievement

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The Qualifications Credit Framework (QCF) is based on the principle of credit accumulation and transfer. Within this suite of qualifications, learners have the opportunity to build their achievements from a single unit into a full Diploma. CMI will publish on its website which units and qualifications from other Awarding Bodies can be recognised for credit transfer and exemption. Credit transfer in the QCF will be based on confirmation of achievement of QCF numbered units. [Click here](#) for the Progressions and Exemptions list.

There will of course still be instances where Learners will wish to claim recognition of prior learning which has not been formally assessed and accredited. In those instances, Centres are free, after discussion and agreement with their Quality Manager, to allow these Learners direct access to the relevant assessment for the unit, without unnecessary repetition of learning.

## Accessibility of CMI qualifications

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There may be incidents where Learners may require special consideration and reasonable adjustments to the delivery and assessment of qualifications. In the event of this, Centres should notify their allocated Quality Manager and CMI.

## Study resources

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Take advantage of the CMI's management knowledge through our Information Services. Our resources, which are unequalled in scope, variety and accessibility, are available to members and are designed to give you the support you need to succeed throughout your management career.

### Study Support

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

Study Support is organised by qualification and unit. It brings together a range of materials and resources to assist members in their research and studies. These resources include Management Checklists on key skills and techniques, suggested further reading and links to e-journals. Click on the link 'Current learners' to view your course and study materials.

A series of **Study Guides** will help you to cope with the stresses and demands of study, while our expanding **Management Models** series provide a one-page overview of some of the more widely used techniques. View all our exciting resources by category in our updated **Management Direct**.

### Management Direct

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

*It's fast, accurate and free to members*

**Management Direct** is an effortless retrieval facility which delivers the full range of CMI resources on management skills and practice.

- Multimedia resources – 60 Leader Videos, CMI podcasts and e-learning modules
- Authoritative definitions of management terms
- 225 Management Checklists and 60 Management Thinker profiles
- Downloadable articles and research
- Lists of books and articles which are available from our management library

All these resources are freely available to members from one source where you can search by subject. Definitions give you a headline understanding of topic; Checklists and Models provide the essentials; and books and articles enable you to research further. Depending on your need you choose how far you want to go.

### For in depth research try our e-journals service

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

The Chartered Management Institute has joined forces with EBSCO Information Services to offer members access to Business Source: Corporate, a database providing direct access to articles on management and business from a range of academic journals and business magazines. Members also have access to country, company and industry reports from leading providers.

### CMI Library

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

The CMI Library database offers members access to CMI's database of books, reports and documents on management techniques and practice. The database provides abstracted references to help you identify appropriate resources.

You can search by a wide range of criteria; download content and export lists of resources. Members (within the UK) can submit requests to borrow books and pamphlets from the library.

### **E-books**

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

Our collection of e-books provides you with 24 hour access to a selection of general management and consulting textbooks. Search through each book for specific content or use the chapter index to browse. E-books are available when you need them – no more waiting for a book to be returned to the library.

### **Management Community**

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

Network with other students or managers through our new community. Go online and share ideas, discuss problems, find solutions and build your online profile.

### **Information Services**

#### **Ask a researcher**

Unable to find what you are looking for, or do you have a research need that we can help with? Our qualified, experienced and knowledgeable team of researchers can be contacted by e-mail or telephone. We will respond within one working day.

#### **Contact CMI's Information Services**

Enquiry line: **01536 207400** or email: [ask@managers.org.uk](mailto:ask@managers.org.uk)

The Information Centre is open to visitors

Monday - Friday 9am - 5pm

<b>Title:</b>	Introduction to consulting essentials				
<b>QCF Level:</b>	5	<b>QCF Number</b>	M/503/7158	<b>Unit Number</b>	5029
<b>Credit value:</b>	8	<b>Guided Learning Hours</b>	30		
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <i>The learner can:</i>		
1. Understand the nature of consulting			1.1 Identify reasons why an organisation may employ the services of a consultant 1.2 Explain how a consultant can add value to a client organisation 1.3 Describe the stages in the consultancy cycle 1.4 Discuss the importance of professional and ethical conduct in consulting 1.5 Explain how a consultant can develop credibility for effective engagement with client organisations		
2. Be able to prepare for professional personal development as a consultant			2.1 Explain why it is important for a consultant to plan for personal professional development 2.2 Evaluate current skills knowledge and behaviours against those identified in the consultancy competency framework 2.3 Produce a personal development plan to support development 2.4 Explain the importance of reflective practice in developing oneself as a consultant		
3. Know how to communicate effectively with clients			3.1 Evaluate different methods of communication available to a consultant 3.2 Evaluate the importance of using diverse communication methods with clients 3.3 Explain the impact of communication methods on the client relationship 3.4 Assess the communication challenges facing a consultant to the client organisation		
<b>Additional Information about this unit</b>					
Unit aim(s)			This unit is aimed at those who wish to gain an understanding of the role of a consultant.. It identifies the importance of professionalism and client engagement.		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion		

	Questioning
Link to CMI Resources	<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>
Indicative Content	<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>
Recommended Reading	<i>Please see the booklist at the end of this document.</i>

<b>Title:</b>	Planning and managing consultancy interventions				
<b>QCF Level:</b>	5	<b>QCF Number</b>	A/503/7163	<b>Unit Number</b>	5030
<b>Credit value:</b>	8	<b>Guided Learning Hours</b>	35		
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <i>The learner can:</i>		
1. Understand the need to adopt a structured approach to managing consultancy interventions			1.1. Discuss different types of consultancy interventions and approaches available to a consultant 1.2 Evaluate the role of planning in consultancy interventions 1.3 Explain the stages of the consultancy cycle 1.4 Identify the inputs and deliverables at each stage of the consultancy cycle 1.5 Explain how to overcome challenges and risks which may arise during the consultancy cycle 1.6 Evaluate the importance of scoping to a consultancy intervention		
2. Be able to use project management techniques in a consultancy intervention			2.1 Identify the components of an effective project plan 2.2 Evaluate the need for budgeting of financial and non-financial resources 2.3 Develop systems and practices to identify and manage potential risks to the achievement of project objectives 2.4 Identify an appropriate infrastructure to support project delivery 2.5 Assess the impact of the consultants own role and skills in project delivery 2.6 Evaluate the importance of the project leader quality assuring the work of the project team		
3. Know how to conduct a consultancy intervention			3.1 Identify the resource implications for gathering different types of data/information and evaluate their contribution to the project 3.2 Select a range of data analysis tools/models and evaluate the contribution to the success of an intervention project in using a range of tools/models 3.3 Explain how to develop a cohesive set of		

	<p>conclusions/findings</p> <p>3.4 Describe the process of developing recommendations from the analysis</p>
<b>Additional Information about this unit</b>	
Unit aim(s)	This unit is about understanding the stages of the consultancy cycle and how to manage interventions effectively.
Additional information	<p>Required assessment methodology dependent upon the circumstances:-</p> <p>Assignment</p> <p>Professional discussion</p> <p>Questioning</p>
Link to CMI Resources	<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>
Indicative Content	<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>
Recommended Reading	<i>Please see the booklist at the end of this document.</i>

<b>Title:</b>	The role and responsibilities of a consultant				
<b>QCF Level:</b>	5	<b>QCF Number</b>	T/503/7162	<b>Unit Number</b>	5031
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	25		
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <i>The learner can:</i>		
1. Understand the role of the consultant			1.1 Identify different types of organisational structures for consulting practices/departments 1.2 Define the role of the consultant 1.3 Explain the emerging trends and challenges facing the consulting industry 1.4 Explain how the demand for consultants changes in different economic climates		
2. Be able to assess current competencies, knowledge and behaviors against those required of a management consultant			2.1 Explain how the competencies required of a consultant change at different stages of their career 2.2 Evaluate existing competencies, knowledge and behaviours against the Consultancy Competency Framework (CCF) 2.3 Assess how the completion of Personal Development Plan (PDP) activities contributes to changes in the competence knowledge and behaviours as a consultant		
3. Know how to behave in a professional and ethical manner			3.1 Identify the professional behaviours required of a consultant 3.2 Identify ethical dilemmas that may arise in the course of the work of a consultant 3.3 Explain the duty of care owed by a consultant to a client		
<b>Additional Information about this unit</b>					
Unit aim(s)			This unit is about the role of the consultant and the behaviours, skills and attributes required		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning		
Link to CMI Resources			<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>		
Indicative Content			<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>		
Recommended Reading			<i>Please see the booklist at the end of this document.</i>		

<b>Title:</b>	The client relationship				
<b>QCF Level:</b>	5	<b>QCF Number</b>	M/503/7161	<b>Unit Number</b>	5032
<b>Credit value:</b>	8	<b>Guided Learning Hours</b>	35		
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <i>The learner can:</i>		
1. Understand the importance of the client/consultant relationship			1.1. Evaluate the impact different organisational structures and processes have on the client/consultant relationship 1.2 Identify the key factors in developing a positive client/consultant relationship 1.3 Assess the impact that client/consultant relationships have on consultancy interventions 1.4 Evaluate the importance of trust in a client/consultant relationship		
2. Be able to develop and manage the client relationship			2.1 Evaluate tools and techniques which may be used to identify the needs of clients and key stakeholders 2.2 Describe a range of skills used by the consultant to build a rapport with the client 2.3 Evaluate the impact of professionalism, ethical conduct and confidentiality in building and maintaining client relationships 2.4 Explain the common causes of breakdown in the client/consultant relationship and the means by which these can be monitored 2.5 Devise a plan to minimise potential conflicts in the client/management consultant relationship		
3. Be able to use negotiation and influencing skills in the client/consultant relationship			3.1 Explain how the principles of negotiation can be used in the work of a consultant 3.2 Evaluate how a variety of influencing and negotiation tools techniques and models can be used in different consultancy interventions 3.3 Explain how the consultant may use influencing skills to ensure the intervention recommendations are implemented by the client		
<b>Additional Information about this unit</b>					
Unit aim(s)			This unit is about understanding how a client/consultant relationship is forged and developed		

	in a positive way and the skills required of a consultant in order to gain the trust of clients
Additional information	Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning
Link to CMI Resources	<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>
Indicative Content	<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>
Recommended Reading	<i>Please see the booklist at the end of this document.</i>

<b>Title:</b>	Communication for consultants				
<b>QCF Level:</b>	5	<b>QCF Number</b>	K/503/7160	<b>Unit Number</b>	5033
<b>Credit value:</b>	7	<b>Guided Learning Hours</b>	30		
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <i>The learner can:</i>		
1. Understand the importance of communication			1.1 Identify the key factors to consider when preparing to communicate with clients 1.2 Assess the impact of communication skills on the client/consultant relationship 1.3 Explain how different communication methods may be used to identify clients needs 1.4 Evaluate the impact of communications skills on achieving intervention objectives 1.5 Explain how client confidentiality is observed by the consultant		
2. Be able to run effective meetings with clients			2.1. Explain the process of planning and preparing for a meeting with a client 2.2 Identify the key skills required of a consultant when running meetings 2.3 Evaluate the importance of the consultant employing questioning and listening skills during the meeting 2.4 Identify the different types and formats of meetings during the sales and delivery cycles of consulting		
3. Be able to present information, findings, conclusions and recommendations to clients			3.1 Explain the key principles of delivering a presentation which meets its objectives 3.2 Evaluate the use of presentations as a method of communicating information to clients 3.3 Identify the tools and resources a consultant may use to convey the desired message 3.4 Prepare effective written reports 3.5 Identify the different writing styles which may be used and match these two different situations		
<b>Additional Information about this unit</b>					
Unit aim(s)			This unit demonstrates the skills required of a		

	management consultant using verbal and non verbal communication methods
Additional information	Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning
Link to CMI Resources	CMI are currently working on creating CMI resources for this unit ready for September 2012.
Indicative Content	CMI are currently working on creating indicative content for this unit ready for September 2012.
Recommended Reading	Please see the booklist at the end of this document.

<b>Title:</b>	Problem solving tools and techniques for consultants				
<b>QCF Level:</b>	5	<b>QCF Number</b>	T/503/7159	<b>Unit Number</b>	5034
<b>Credit value:</b>	9	<b>Guided Learning Hours</b>	40		
<b>Learning outcomes</b> <i>The learner will:</i>			<b>Assessment criteria</b> <i>The learner can:</i>		
1. Understand how to identify the client need			1.1. Evaluate the tools and approaches a consultant may employ to identify the client issue 1.2. Assess the impact on the intervention if the consultant does not fully understand the needs of the client		
2. Understand data collection methods and confidentiality in a consultancy intervention			2.1 Evaluate different sources of data and information which may be used in a consultancy intervention 2.2 Explain how validity and reliability of data and information can be evaluated 2.3 Explain the importance of confidentiality when dealing with client information		
3. Be able to apply analysis tools within consultancy interventions			3.1 Evaluate a range of analytical tools, techniques and models that can be used by consultants 3.2 Select appropriate analytical tools, techniques and models to meet the needs of a consultancy intervention 3.3 Evaluate findings and draw conclusions following analysis 3.4 Determine options to address the needs of the client 3.5 Assess risks to the client of adopting alternative course of action		
<b>Additional Information about this unit</b>					
Unit aim(s)			This unit is about the tools and techniques used by a consultant to select and analyse data and information and to formulate findings and alternative courses of action for the client		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning		
Link to CMI Resources			<i>CMI are currently working on creating CMI</i>		

	<i>resources for this unit ready for September 2012.</i>
Indicative Content	<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>
Recommended Reading	<i>Please see the booklist at the end of this document.</i>

<b>Title:</b>	Project development and control				
<b>Level:</b>	5	<b>Unit Number:</b>	5009	<b>QCA Unit Number</b>	R/501/5041
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b>			<b>Assessment criteria</b>		
<b><i>The learner will:</i></b>			<b><i>The learner can:</i></b>		
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		
<b>Additional information about this unit</b>					
Unit aim(s)			This unit is about understanding projects, developing project plans and management strategies, and ensuring projects achieve objectives with targets.		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning		
Link to CMI Resources			<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>		
Indicative Content			<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>		
Recommended Reading			<i>Please see the booklist at the end of this document.</i>		

<b>Title:</b>	Management coaching practice				
<b>Level:</b>	5	<b>Unit Number:</b>	5017	<b>QCA Unit Number</b>	R/501/9669
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	45		
<b>Learning outcomes</b>			<b>Assessment criteria</b>		
<b>The learner will:</b>			<b>The learner can:</b>		
1. Understand the tools and techniques used in coaching practice			1.1 Explain what is meant by the coaching cycle 1.2 Evaluate the use of reflection, self-awareness, dialogue, questioning and listening techniques within coaching activities to achieve behavioural and organisational change 1.3 Explain the impact of personalities on the selection of the tools and techniques adopted with individuals 1.4 Determine when problem-solving techniques are appropriate within coaching activities 1.5 Explain the differing techniques needed when coaching different groups and individuals		
2. Understand the need to develop relationships to support coaching practice			2.1 Analyse what is needed for successful coaching relationships 2.2 Identify how to build the commitment of the individuals to establish a partnership for effective coaching 2.3 Establish goals and agree action plans with individuals 2.4 Evaluate individuals' engagement with the programme through the coaching process		
3. Be able to develop coaching interventions to meet organisational requirements			3.1 Discuss guidelines and protocols for interventions based on accepted coaching theory and practice 3.2 Develop coaching interventions against identified organisational objectives 3.3 Evaluate the effectiveness of the coaching interventions in achieving organisational objectives		
<b>Additional information about this unit</b>					
Unit aim(s)			This unit is about management coaching practice and theory		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning		
Link to CMI Resources			<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>		
Indicative Content			<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>		
Recommended Reading			<i>Please see the booklist at the end of this document.</i>		

<b>Title:</b>	Management of action learning				
<b>Level:</b>	5	<b>Unit Number:</b>	5019	<b>QCA Unit Number</b>	R/501/9672
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	45		
<b>Learning outcomes</b>			<b>Assessment criteria</b>		
<b>The learner will:</b>			<b>The learner can:</b>		
1. Understand the practice and operation of action learning against organisational objectives			1.1 Explain the practice of action learning and the role of the manager 1.2 Identify the benefits of action learning in the development of individuals 1.3 Evaluate the impact of action learning on organisational objectives		
2. Be able to facilitate learning through action learning.			2.1 Identify mechanisms to monitor that the individual is taking responsibility for their own decisions, actions and learning approach 2.2 Establish practices to support individuals to elicit personal and organisational values 2.3 Describe how individuals are motivated and encouraged to apply learning to practice 2.4. Describe how the individual can be supported to maintain focus and alignment to organisational needs 2.5 Identify programmes that integrate the practice of action learning with organisational needs		
3. Be able to understand the impact of action learning on organisational objectives			3.1 Evaluate the use of action learning across programmes of learning 3.2 Analyse the organisational objectives and the impact of action learning towards achievement		
<b>Additional information about this unit</b>					
Unit aim(s)			This unit is about the management of action learning in the development of individuals and organisational objectives		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning		
Link to CMI Resources			<i>CMI are currently working on creating CMI resources for this unit ready for September 2012.</i>		
Indicative Content			<i>CMI are currently working on creating indicative content for this unit ready for September 2012.</i>		
Recommended Reading			<i>Please see the booklist at the end of this document.</i>		

<b>Title:</b>	Managing the change process				
<b>Level:</b>	6	<b>Unit Number:</b>	6003	<b>QCA Unit Number</b>	M/502/2174
<b>Credit value:</b>	7	<b>Guided Learning Hours</b>	25		
<b>Learning outcomes</b>			<b>Assessment criteria</b>		
<i>The learner will:</i>			<i>The learner can:</i>		
1. Be able to understand the forces for change in an organisation			1.1 Determine the organisation's position in the sector and market within which it operates 1.2 Identify an opportunity for change, in support of the organisation's objectives 1.3 Discuss a model or method to identify a change process and the communication of that change process		
2. Be able to understand the impact of the change process			2.1 Evaluate the impact of the change process on individuals in the organisation 2.2 Assess the impact of the change on organisational stakeholders 2.3 Analyse the impact of the change on achievement of organisational objectives		
3. Be able to understand the management of the change process			3.1 Describe how to secure support for the change process from senior management 3.2 Demonstrate how individuals in the organisation will be supported during the change process 3.3 Construct a plan to implement and monitor the change process 3.4 Analyse the outcome of the change process against the change plan and organisational objectives		
<b>Additional information about this unit</b>					
Unit aim(s)			This unit is about identifying opportunities for change, modelling the change process and managing the change to produce expected outcomes.		
Additional information			Required assessment methodology dependent upon the circumstances:- Assignment Professional discussion Questioning		
Link to CMI Resources			CMI are currently working on creating CMI resources for this unit ready for September 2012.		
Indicative Content			CMI are currently working on creating indicative content for this unit ready for September 2012.		
Recommended Reading			Please see the booklist at the end of this document.		

## Recommended reading

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### Books

Flawless consulting a guide to getting your expertise used

Block, Peter

San Francisco Calif: Pfeiffer, 2011

323p

ISBN: 9780470620748

Essential tools for management consulting: tools, models and approaches for clients and consultants

Burtonshaw-Gunn, Simon A

Chichester: John Wiley, 2010

147p

ISBN: 9780470745939

The management consultant: mastering the art of consultancy

Newton, Richard

Harlow: Financial Times Prentice Hall, 2010

298p

ISBN: 9780273730873

The Seven C's of consulting: the definitive guide to the consulting process

Cope, Mick

Harlow: Financial Times Prentice Hall, 2010

364p

ISBN: 9780273731085

Consulting for dummies

Nelson, Bob; Economy, Peter; Albion, Phillip

344p

ISBN: 9780470713822

The consultants quick start guide: an action plan for your first year in business

Biech, Elaine

San Francisco Calif: John Wiley, 2009

249p

ISBN: 9780470372919

Winning consultancy business

Pope, John

Evesham: HotHive Books, 2009

96p

ISBN: 9781906316310

Management consultancy: the official career guide to the profession

London Cambridge Market Intelligence 2008

141p

ISBN: 9781862131347

Management consulting: delivering an effective project

Wickham, Philip; Wickham, Louise

Harlow: Financial Times Prentice Hall, 2008

313p  
ISBN: 9780273711841

The essential management toolbox: tools models and notes for managers and consultants  
Burtonshaw-Gunn, Simon A  
Chichester John Wiley 2008  
360p  
ISBN: 9780470518373

Practical management consultancy  
Markham, Calvert  
Kingston-upon-Thames: Wolters Kluwer, 2007  
274p  
ISBN: 9781841409702

Fearless consulting: temptations risk and limits of the profession  
De Haan, Erik  
Chichester: John Wiley, 2006  
203p  
ISBN: 0470026952

How to build a successful consulting practice  
Phillips, Jack  
New York NY: McGraw-Hill, 2006  
254p  
ISBN: 0071462295

#### **Checklists**

Using consultants (003)  
Setting up as a consultant (093)

**Contact CMI's Information Services**  
**[www.managers.org.uk/library](http://www.managers.org.uk/library)**

Enquiry line: 01536 207400 or email: [ask@managers.org.uk](mailto:ask@managers.org.uk)

The Information Centre is open to visitors Mon – Fri 9am - 5pm