CMI Level 7 Certificate in Strategic Management and Leadership Practice

Handbook 2024-25

Studying for the Level 7
Certificate in Strategic Management and Leadership Practice

Contents

1. Introduction

The purpose of this Handbook is to provide information for postgraduate students who are participants on the **Level 7 Certificate in Strategic Management and Leadership Practice.** This information will be of importance throughout the programme of study, so participants should read the Handbook carefully and retain it for future reference.

The Thomas J Moran Graduate School (The Graduate School) at Queen's is working in partnership with the [Chartered Management Institute](#) (CMI) to deliver a tailored qualification. The Level 7 Certificate in Strategic Management and Leadership Practice is designed to enhance and develop high level leadership and management skills for the postgraduate population, preparing them for the workplace. The qualification is an accredited award which recognises that the learner has undergone significant personal and professional development in strategic leadership at a postgraduate level.

The Graduate School at Queen's University Belfast gained accreditation in March 2017 as a qualifications provider for the Chartered Management Institute (CMI). Queen's is one the first universities in the UK to offer this programme as a stand-alone qualification for postgraduate students.

The Chartered Management Institute (CMI) is the only chartered professional body in the field of management and leadership, and its qualifications are of the highest quality.

To find out more visit the CMI website http://www.managers.org.uk/

2. Qualification Overview

2.1 Key Information

Qualification Title: Level 7 Certificate in Strategic Management and Leadership Practice

The CMI code for registration of learners is: 7C30

Accreditation start date: 01 September 2013

Accreditation end date: 31 August 2027

This CMI Certificate qualification is designed for those who aspire to be managers and who aim to have the authority and personal inspiration to translate organisational strategy into effective operational performance. This qualification requires managers to build on their strategic management and leadership skills and to focus on the requirements of implementing the organisation's strategy.

The CMI qualification offered through The Graduate School is designed for postgraduate students who want to develop their management and leadership skills for current and future success and who are committed to undertaking a professional qualification alongside their postgraduate degree. Postgraduate students gain exceptional leadership skills and application to complement their existing knowledge base enabling them to be 'future-ready'.

2.2 Qualification Structure

Each unit carries a number of credits and to achieve the Certificate you need to complete a minimum of Total Qualification Time (TQT) of 140 hours, including 36 Guided Learning Hours (GLH). The TQT is comprised of the Total Unit Time (TUT) for two units.

CMI Code 7C30	CMI Level 7 Certificate in Strategic Management and Leadership Practice	603/4834/3		
Unit Number	**Unit Name**	**Credits**	**GLH***	**TUT***
Unit 701	Strategic Leadership	11	36	110
Unit 711	Entrepreneurial Practice	9	32	90
Unit 712	Strategic Management Project	10	24	100
Unit 714	Personal and Professional Development for Strategic Leaders	9	24	90

*Guided Learning Hours
**Total Unit Time

2.3 Units for the Level 7 Certificate in Strategic Management and Leadership Practice

Title	Strategic Leadership
Unit Level	7
Unit Number	701
Ofqual Reference	H/617/6861
Credit Value	11
Total Unit Time	110
Guided Learning Hours	36
Learning outcomes	**Assessment criteria**
1. Understand the role and context for strategic leadership	1.1 Critically appraise the impact of organisational context on strategic leadership 1.2 Critically appraise the role of the strategic leader to set and realise organisational goals.
2. Understand leadership principles that support organisational values	2.1. Critically appraise the leadership behaviours and skills required to deliver strategic goals 2.2. Critically reflect on how the principles of strategic leadership can be applied to respond to complex organisational challenges.
Additional information about the unit	
Unit purpose and aim(s)	The aim of this unit is to equip leaders with an in depth understanding of strategic leadership within an organisational context. Leaders will explore the complexities of the role and the theoretical perspectives, approaches, behaviours and skills which can enhance their professional practice. The unit focuses on the leader's ability to respond creatively to complex organisational challenges and understand how to set and deliver sustainable strategic goals.

Title	Entrepreneurial Practice
Unit Level	7
Unit Number	711
Ofqual Reference	D/617/1769
Credit Value	9
Total Unit Time	90
Guided Learning Hours	32
Learning outcomes	**Assessment criteria**
1. Understand entrepreneurship in strategic contexts	1.1. Critically appraise the forms and contexts of entrepreneurship with reference to theoretical concepts and contemporary thinking
	1.2. Assess multi-dimensional issues which impact on entrepreneurial practice in different contexts
	1.3 Formulate approaches to removing barriers to entrepreneurial practice using an evidence-based justification.
2. Understand the principles of entrepreneurial practice	2.1. Critically appraise the characteristics and attributes of entrepreneurial leadership
	2.2. Propose a course of action to achieve an entrepreneurial aim using an evidence-based justification
Additional information about the unit	
Unit purpose and aim(s)	The aim of this unit is to enable leaders to explore the principles of entrepreneurial practice, understand the different contexts in which entrepreneurship can flourish and the characteristics of entrepreneurial leadership.

Title	Strategic Management Project
Unit Level	7
Unit Number	712
Ofqual Reference	R/504/9075
Credit Value	10
Total Unit Time	100
Guided Learning Hours	24

Learning outcomes	Assessment criteria
1. Know how to develop a strategic management project	1.1 Develop the business case for a strategic management project 1.2 Propose a research design to inform the direction of the strategic management project 1.3 Recommend a project management methodology and tools to structure project delivery
2. Know how to conduct a strategic management project	2.1 Report on the outcomes of the strategic management project 2.2 Critically reflect on the leadership skills and behaviours used to conduct the strategic management

Additional information about the unit	
Unit purpose and aim(s)	The aim of this unit is for leaders to undertake a strategic management project of their own choosing. To achieve this outcome leaders will develop a business case, propose research design to inform the project's direction and recommend project management methods and tools to structure the delivery of the project. Leaders will report on project outcomes and reflect on the skills and behaviours which ultimately influence the success of the strategic management project.

Title	Personal and Professional Development for Strategic Leaders
Unit Level	7
Unit Number	714
Ofqual Reference	Y/617/6873
Credit Value	9
Total Unit Time	90
Guided Learning Hours	24
Learning outcomes	**Assessment criteria**
1. Understand approaches for personal and professional development	1.1 Critically reflect on the interrelationship between the skillset and mindset to develop as a strategic leader 1.2 Critically examine the personal values and behaviours required for strategic leadership practice 1.3 Critically appraise how engagement with personal and professional development impacts on strategic leadership
2. Know how to develop as a strategic leader through personal and professional development	2.1 Critically reflect on personal, interpersonal and professional competencies to lead strategically 2.2 Produce a personal and professional development plan to improve strategic leadership
Additional information about the unit	
Unit purpose and aim(s)	The aim of this unit is to support leaders to understand approaches to personal and professional development. Leaders will critically reflect on the interrelationship between the skillset and mindset to develop as a strategic leader. Vitally leaders will reflect on their own personal, interpersonal and professional competencies and behaviours to lead strategically. The opportunity for leaders to reflect on their own performance will equip them to develop a meaningful personal and professional development plan.

3. General Information

3.1 Contact Us

Name	Email	Telephone Number
The Graduate School	gs.cmi@qub.ac.uk	028 9097 2585

If you have any queries, please contact a member of the Graduate School CMI Team. They are there to help and support you while you are completing the course.

Please contact the Graduate School if:

➢ you would like confirmation of dates, times, venues for training days

➢ you are experiencing any difficulties with your assignment work

➢ you require advice about completing a piece of assignment work

➢ you are experiencing any difficulties with your trainer

➢ you are waiting for an assignment to be returned to you and the expected date of return has passed

➢ you require an extension for submission of work for your course

➢ you are unable to attend a training course due to illness

➢ you are not receiving your member benefits from CMI

➢ you require information on the full range of CMI courses and qualifications; progression through the assignments including assessment; policies and complaints procedures; your qualification status; other training courses and events that could help your development; or general information on the work of the CMI.

3.2 Programme Dates

Confirmation of your individual dates for attendance will be provided prior to day 1 and assessment dates will be given on day one of each unit.

Each live tutor-led session will commence at **09:30** and will finish at **15:30**. We may ask you to agree an earlier start/end time if necessary. The delivery layout may be reversed for specific cohorts who will be informed in advance.

3.3 Attendance Requirements

By signing up for the Level 7 Certificate you are making a commitment to complete **two** units. It is compulsory that you attend <u>all scheduled training days for both units</u>. As noted in your application form, you are expected to manage your workload to continue your postgraduate studies while completing the CMI qualification.

If you are experiencing ill health and have difficulty in attending the training days, please telephone or email the Graduate School immediately. You may need to join the next suitable CMI cohort depending on the amount of time you will be absent.

Failure to advise the Graduate School of reasons for non-attendance in advance of the unit being delivered may result in your withdrawal from the CMI Programme.

3.4 Recognition of Prior Learning (RPL)

Students may request recognition of prior learning by submitting a request to the Graduate School with supporting documents by the agreed timeframe prior to the start of the CMI unit (see "Recognition of Prior Learning for CMI Qualifications at Queen's" Appendix A). If individuals can produce relevant evidence that meets assessment criteria requirements, then recognition may be given for their existing knowledge, understanding or skills. Evidence obtained through the RPL process must be assessed to the same rigorous quality as evidence obtained through any other process. Evidence must be sufficient to determine that CMI learning outcomes and assessment criteria have been met. It is the student's responsibility to provide this evidence and make the case that learning outcomes have been met. Any evidence used to claim RPL must be authentic to the work of the applicant. The awarding of RPL may exempt you from attending training days, however an assessment must be completed to demonstrate competencies.

3.5 Students with Disabilities or Special Requirements

The University welcomes applications from students with disabilities or long-term conditions and will consider their application on the same grounds as non-disabled candidates. An individual's disability or long-term condition will not influence the University's decision to offer a place. Please inform the Graduate School if you have a disability or long-term condition and any adjustments you require either to attend the CMI Units or when preparing assignments or submitting work. This is to help us determine the support you need to participate so that reasonable adjustments may be made. The University offers an extensive range of supports for students with disabilities and long-term conditions. Students are encouraged to contact Disability Services, who can make recommendations to guide the Graduate School in meeting support needs. Further information is available in the Student Disability Policy (Appendix B).

3.6 Assessment

Assessment will take the form of written reports and reflective accounts for each unit; there are no exams to sit. Evidence required to meet the assessment criteria outlined in each assessment or reflective account will be included during the live sessions. Assessment resources will be provided during each unit and made available on Canvas. The assessment criteria will be referred to throughout delivery and clearly connected to each section of the workshop.

Also available to you are one-to-one meetings that can be arranged with a member of the CMI Team during the assessment timeframe; this can be before the first submission date or in advance of subsequent assessment submissions. This will allow you to discuss, on a one-to-one basis, assessment queries or feedback and/or any other programme related matter. To arrange a one-to-one meeting please contact gs.cmi@qub.ac.uk. Students can submit one assessment draft for discussion at the one-to-one meeting. Further information on assessment is outlined in section 4.

3.7 Teaching and Training Methods

The course may be delivered online or in-person by experienced training consultants. The live virtual sessions will take via Microsoft Teams/Zoom and the live in-person sessions will take place in the Graduate School on the main Queen's campus. The location will be confirmed in advance of day 1. CMI is delivered intensively through a combination of tutor-led and self-directed learning sessions between 09:30 and 15:30, unless specified otherwise. Please ensure you are ready to join the class at 09:30 each day. There will be scheduled breaks confirmed at the start of each day.

You will receive an invite to join Ms Teams/Zoom a week in advance. Canvas is where you will find programme information for each delivery day and wider reading resources to support your studies. Please make sure that you login in advance of the first delivery day, so that any technical problems can be addressed at an early stage. You will be sent your CMI membership and Hub login details directly from CMI.

Please inform the Graduate School, as soon as possible, if you have any problems with Canvas or Teams/Zoom. You will need a laptop/PC with a microphone and camera to participate in the programme.

Learning over the course of the training programme will be achieved through a variety of trainer presentations, discussions, and practical exercises, including team working and opportunities for reflection and feedback.

The course will provide the opportunity to learn from colleagues on the course, and to develop new insights through discussion.

3.8 Membership of the Chartered Management Institute

All students accepted for the CMI course will gain access to Management Direct during the course and will be granted a year-long associate membership to the CMI, which includes a vast array of online resources to help you complete your certificate and further develop your leadership and management skills.

Should you wish to continue with CMI membership beyond the one-year period following completion of the course, this will be subject to membership fees, for which the individual is liable.

3.9 Withdrawing from the Programme

If you decide to withdraw from the course, you must put your decision in writing to PG Training & Development Manager immediately by emailing gs.cmi@qub.ac.uk.

In relation to CMI fees, the initial instalment of £500, paid in advance of commencing the Programme, is non-refundable. For participants on part scholarships, the remaining CMI fee of £495 is also non-refundable.

If a student withdraws from study at Queen's University, they can no longer participate on the CMI units at Queen's. The Graduate School will support students to find alternative providers of CMI qualifications as appropriate, noting that the student will be required to pay any relevant fees requested by alternative providers.

If you are completing CMI through your main programme of study including Doctoral Training Partnerships – your School will manage the payment process.

3.10 Suspension of CMI Course

Participation on the Graduate School CMI Programme is dependent upon a student continuing to be registered as a postgraduate student at Queen's University Belfast. If a student chooses to take a temporary withdrawal from the University, status on the CMI units will also be temporarily suspended. The Graduate School cannot guarantee that the same units will be available upon return to study.

If a student is suspended from study, their status on the CMI units will also be suspended.

All students at Queen's are subject to the Study Regulations for either postgraduate Taught or Research degree programmes as applicable (see Appendices "Useful Links").

4. Guidelines for Assessed Work

4.1 How will I be assessed?

All learning outcomes for the Level 7 Certificate in Strategic Management and Leadership Practice are met through the teaching, delivery and assessment of the course. All learning outcomes will be formally assessed as part of each assessment/reflective account.

Assessment will take the form of written reports for each unit; there is no exam to sit. The lead CMI Trainer for each unit will outline the Assessment Criteria and requirements. You will have the opportunity to make relevant notes during the training sessions and online activities. You must pass each unit assessment to receive the CMI Certificate.

The CMI assessment module contains a number of documents that will support you when completing your Assessment Report. The CMI Trainer will refer to these documents and will give you an opportunity to ask questions during and after the online workshops.

As part of the assessment process, a sample of submissions will be internally verified by a qualified member of Queen's staff, approved by the CMI. This is conducted after every submission date. Furthermore, the CMI will externally moderate a selection of student coursework to ensure quality standards are upheld. Please note that the outcome for the Certificate is not final until external moderation by CMI has taken place; this normally takes place in November/December.

4.2 Assignment Deadlines

You are responsible for planning your work and time to ensure that you submit your assignment by the deadline; you should also consider how you save and store your work.

Key assessment dates will be confirmed on day one of each unit. Please note these may change and you will be notified in advance. You will have a period of approximately four weeks in which to complete each assignment.

(*Please note resubmission dates will be communicated during the assessment period).

Late submission without approved extension will not be accepted.

4.3 Exceptional Circumstances

Illness, accidents and a change to personal circumstances do happen and can affect your assignment work so please familiarise yourself with how to go about reporting exceptional circumstances.

If you have any difficulties in completing and submitting your assessment on time, it is essential that you inform the Graduate School **in advance of the submission date** by emailing gs.cmi@qub.ac.uk.

If you have exceptional or mitigating circumstances, you may be granted an extension to allow you to complete your work. ***This must be submitted in writing and agreed in advance of the assessment deadline.*** A student may also use exceptional circumstances to explain inability to fully meet the attendance requirements for a course*. ***Please note that Exceptional Circumstances cannot result in fully waiving the requirement to attend the course.***

Please contact the CMI programme lead at gs.cmi@qub.ac.uk to request an exceptional Circumstances application form. This must be completed and returned to the CMI programme lead at gs.cmi@qub.ac.uk by the published assessment deadline.

You may be asked to provide a letter from your doctor to support your need for more time to complete your work. The Programme Director for CMI at Queen's, or delegate, will consider requests and make decisions on whether to grant extensions, and for what duration.

The CMI Team is not obliged to consider any medical certificate or evidence of exceptional circumstances presented after the published deadline. The exception to this is where a concession has been granted on the grounds of a student's disability.

* *It is preferred that, where possible, 7 days' notice is given to review your submission of Exceptional Circumstances.*

4.4 Presentation of Work

Please note that all assessments should be typed and submitted as word documents. The preferred format is double line spaced in Arial style 11 Font.

You should ensure that your assessment is within the word limit stated in the assessment brief provided for each unit. If the word count is 4,500 words, with a margin of +/- 10%, the maximum word count is therefore 4,950 words. The assessment will be assessed up to the maximum word limit only and not beyond. Assessments must be submitted as word documents only. It is at the discretion of the Graduate School/Assessor whether to accept assessments that exceed the word limit.

In line with CMI guidance, information and evidence that is used to demonstrate that the student has met the Assessment Criteria should be included within the main body of the written assessment. Therefore, you should aim to minimise the number of unnecessary attachments or appendices. Tables, graphs, Gantt charts and flow charts should be incorporated into the main text of the assessment, but not included in the word count. If used, appendices should be clearly labelled, and you should list appendices submitted in the body of the assessment. Please note that any appendices included will not be moderated by CMI.

The Assessment Guidance Document is available on canvas under 'Assignment Help'. This document outlines how to present your work and provides useful information on how to structure your assignment; the word count; using tables; referencing and resubmissions.

4.5 Referencing

Appropriate acknowledgment and referencing are essential for maintaining the integrity of assessments and research. It is essential for students to read and research a variety of information sources to complete the assignment and every source must be referenced so that it's clear where information and ideas have originated from.

There are specific guidelines for referencing different types of sources, such as books, articles, websites, AI Tools and more. The Graduate School, Queen's University Belfast requests that you use Harvard referencing.

Queen's AI HUB provides guidelines for using AI tools in assessment and the CMI Plagiarism, Collusion and Artificial Intelligence (AI) Statement, accessed via the CMI Policies webpage outlines how to acknowledge and referencing AI tools.

4.6 Submission

You must submit your assessment using Canvas and Turnitin. In advance of the first deadline, you will receive guidance on how and where to submit.

Your assessment must be submitted by 23.59 on the deadline date. If you have any difficulty with using canvas or Turnitin please contact the Graduate School at gs.cmi@qub.ac.uk or telephone +44 (0) 28 9097 2585.

4.7 Plagiarism, Duplication, Collusion and Fabrication

Assessed work submitted by students must be their own work. Students are required to submit all CMI assessments through **Turnitin** prior to the submission date. The cover sheet for the assignment will be available on the assignment submission page in Canvas. The cover sheet must be completed for each submission and includes an authenticity statement to confirm that the work submitted is your own work. Your assignment will not be accepted without a completed cover sheet.

As a student, you are expected to engage in the learning process throughout your programme of study by contributing in sessions and completing assessments, reflective accounts of various kinds that are the product of your own study or research.

The following are academic offences and will be dealt with in accordance with the University's Procedures for Dealing with Academic Offences.

Plagiarism: is defined as the presentation of the work of others as the writer's own.

Duplication: when a student re-uses significant, identical, or nearly identical portion(s) of his or her own work where such work has been previously submitted for credit within the University or at another institution.

Copying: where a student permits another student to copy his/her work submitted for assessment. Both parties will be dealt with in accordance with the procedures.

Collusion: when two or more students work together on an assignment that is meant to be done individually. It is expected that the work being assessed, unless specifically designated as a group assessment, shall be the work solely of the student submitting it.

Fabrication: where a student claims to have carried out experiments, interviews or any form of research which he/she has not in fact carried out, or where he/she invents or falsifies data, evidence or experimental results. It is also an academic offence for a student knowingly to make use of falsified data as described above.

Contract Cheating: where a student commissions or seeks to commission (either paid or unpaid) another individual or artificial intelligence (AI) software tool to complete academic work on their behalf.

The CMI Plagiarism, Collusion and Artificial Intelligence (AI) Statement can be accessed via the CMI Policies webpage at: https://www.managers.org.uk/education-and-learning/partners-and-centres/policies/

Queen's AI HUB provides guidelines for using AI tools in assessment.

The University's Procedures for Dealing with Academic Offences are at: http://www.qub.ac.uk/directorates/AcademicStudentAffairs/AcademicAffairs/GeneralRegulations

5. Assessment Process and Procedures

5.1 Assessment process

The assessment process ensures the quality assurance expected of a Level 7 accredited programme. Assignments will go through three stages of assessment and review before the final mark can be confirmed:

- Assignments will be individually marked by an assessor;

- The Queen's internal verifier (IV) reviews a sample of the assignments at each submission stage to confirm the marking criteria have been appropriately applied;

- The external moderator ensures consistent marking and verifies the final result. This is conducted by a CMI External Moderator.

Students will be advised of the assessment outcome for each unit once this process is complete.

5.2 Quality Review and Moderation

The Graduate School will undertake a range of mechanisms to ensure the quality and standards of its CMI Level 7 Certificate provision. This includes requesting feedback from participants at the end of each unit, conducting a review following each unit, as well as an annual programme review. If you have any concerns, feedback or suggestions at any point, please contact the Graduate School.

The CMI Awarding Body will visit the University each year to review resources, assessment schemes, and assessment quality assurance, engagement of students, equal opportunities, course organisation and course review.

5.3 Grading Criteria

Students will be awarded either a **pass** or **refer** for each assignment. Each section of the assignment is marked separately and receives either a pass or refer with detailed feedback included.

If any section of the assignment is referred, Students will have 2 additional opportunities to re-submit. The third submission opportunity can only be used for minor adjustments and students must pass the third submission to complete the unit.

5.4 Refer and Re-submission Rules

Students are awarded a "Refer" grade when they have not demonstrated enough evidence in their assignment to achieve the minimum criteria for a pass.

> 5.4.1 If a student receives a "**Refer"** grade the following rules apply:

a) A student that receives a refer grade can re-submit twice. Feedback will be provided on what information is required to meet the assessment criteria of the referred section of the assignment.

b) If a student fails to meet the criteria for a pass, on the second re-submission (third attempt), they will be awarded an overall Fail for the unit.

> 5.4.2 If a student receives a fail, the following rules apply:

a) A student keeps the credits for any unit already passed.

b) The student must re-take the unit to achieve certificate.

c) An entirely new piece of work must be submitted by the student.

d) Any further attempts to complete the qualification must take place by the certification end date of the qualification.

5.5 Award of the CMI Qualification

Students must achieve a pass grade in **TWO** units to be eligible for the Level 7 Certificate qualification. Should a student successfully complete one unit, they are eligible for a CMI Level 7 Award. At present the Award is not offered as a stand-alone option to Queen's CMI students but may be offered to those with mitigating or exceptional circumstances which prevent completion of two units.

5.6 Appeals

If you have any queries about an assessment outcome, please contact the CMI Programme Lead at gs.cmi@qub.ac.uk who can guide you through the Graduate School CMI internal appeals process. We will arrange for you to meet with a CMI assessor or trainer to discuss your query in more detail. If you remain dissatisfied after this meeting, your work will be reviewed by the Internal Verifier. This will not in any way prevent you from making a formal appeal to the Graduate School manager. Please note there is no appeal against academic judgement. Academic judgement is a decision of an academic body about a matter, such as assessment, degree classification, research methodology, or course content/outcome.

Students will have the opportunity to provide feedback to Queen's University Belfast in relation to, equality and diversity, course content and any other area of the course through the overall evaluation channels.

5.7 Complaints

Feedback from students help us to review and improve our services and tells us what we should do more of if we are doing well. The Graduate School encourages students to take advantage of feedback mechanisms, such as end of unit evaluations and surveys.

If you are dissatisfied with any aspect of the course you can make a complaint by speaking to the Trainer or the CMI Unit Lead, who will attempt to resolve the situation.

Should your query or concern not be addressed at this stage, you are able to make a formal complaint to the Training and Development Manager, Donna Hyland at d.hyland@qub.ac.uk.

It is in the interests of students and the University to resolve problems at an early stage. Refer to the University's Complaints Procedure (Appendix C).

5.8 Photography

During the course we will be taking screen shots and using social media for marketing materials. The live sessions will also be recorded and made available for playback. Students are not permitted to share the recording with anyone outside the class. Students will be asked to complete a photography consent form during induction. If you do not wish for your photograph to be taken, please let your Trainer know at the start of the training day. Please note that promotional material will be used solely to promote the CMI Programme and the work of The Graduate School.

6. Student Resources, Support and Guidance

Queen's University Belfast offers a range of support and guidance to their students, including tutor guidance, online CMI resources, access to the CMI Management Direct portal and relevant publications during the course and for 3 months after the qualification completion date.

If any student at any time during the course feels they need individual support, they can contact the Graduate School to arrange to speak to someone in confidence. The Graduate School can support you with any concerns ranging from academic support to wellbeing. Students who have a disability or a long-term condition are strongly encouraged to register with the University's Disability Service. This will allow relevant support to be put in place. Students may also wish to disclose a disability with the CMI programme manager so that appropriate support can be provided throughout their CMI journey.

Students at Queen's can apply for the Disabled Student Allowance (DSA) through the Needs Assessment Centre at Queen's or obtain advice, guidance and support through individually tailored needs assessments. For further information please see the Support Guide here.

Free Support Tools

https://www.grammarly.com/

Texthelp is available on all University PCs.

6.1 Membership and Benefits

An important source of study support will be entitlement to free CMI associate membership throughout the course and for 3 months after qualification. Should you have any problems with accessing your CMI membership, please contact the Graduate School, email: gs.cmi@qub.ac.uk or tel +44 (0) 28 9097 2585

6.2 CMI Tools, Advice and Support

As a CMI member you will have access to the following CMI tools and support:

- **ManagementDirect** provides the videos, checklists and information you need on tackling any work-based situation or challenge. You can also use it to engage in Continuous Professional Development, giving you that competitive edge.

- **Networking & Mentoring Programme** to learn from mentors who have already been there and done that. Build your own professional network by attending events in your regional area   CMI Regional Northern Ireland Board.

- **Career Development Centre** an online portal providing CV building and review services, an interview simulator, a job search engine and self-development tests, all designed to help you navigate the competitive job market.

- **LinkedIn Badging** you will get an ACMI LinkedIn badge to display on your profile. Show recruiters, employers, and the rest of the world, that you mean business.

- **Pathway to Chartered Manager**: Being a CMI member puts you on a progression pathway to Chartered Manager, the highest award you can achieve in the management profession.

6.3 Key Study Tips

These brief tips are intended to improve your academic performance and minimise common concerns and problems.

1. Attend all training days.
2. Read your notes as soon as possible after each session.
3. Form or join a study group with your peers.
4. Set up a study schedule.
5. Ensure your study tasks are manageable.
6. Take regular breaks while studying.

7. Further Opportunities and Regulations

7.1 Equality and Diversity

The University values and promotes equality and diversity and will seek to ensure that it treats all individuals fairly and with dignity and respect. It is opposed to all forms of unlawful and unfair discrimination. Refer to the University's Equality and Diversity Policy (Appendix D).

7.2 Further Graduate School Development Opportunities

The Graduate School offers opportunities for you to apply the skills you learn on the CMI Certificate. Follow the Graduate School on Facebook, Instagram, Twitter and LinkedIn to keep up to date with opportunities and postgraduate events, or go to the Graduate School events page.

7.3 Further CMI Learning Opportunities

On successful completion of the Level 7 Certificate you may wish to undertake further CMI courses for your development. The CMI offer further programmes eg Diploma which provides a comprehensive and extensive programme of learning and takes between 6 and 12 months. Full information is available at the CMI website at:

http://www.managers.org.uk/individuals/qualifications

7.4 General Data Protection Regulation (GDPR)

New privacy laws, the General Data Protection Regulation (GDPR) came into effect on the 25th May 2018. These new laws protect and control the use of personal data, and we at The Graduate School are committed to ensuring the ongoing protection of the data you have shared with us.

Please be aware that we have not, and will not, ever sell or use your data in an unauthorised way. Any information that you have provided to the Graduate School will be used solely for purposes relating to the management, administration and delivery of the CMI Programme.

For details of how we use your data please refer to Queen's University Policy: (https://www.qub.ac.uk/about/Leadership-and-structure/Registrars-Office/Information-Compliance-Unit/)

Useful Links

University Calendar for Postgraduate Students 2024-25:

Study Regulations for Research Degree Programmes

Study Regulations for Postgraduate Taught Programmes

Queen's Code of Practice for Research Degree Programmes (RDPs)

Student Charter

Queen's Graduate School CMI

CMI Career Development Centre

CMI Policies

Appendices (available on request)

Appendix A   Recognition of Prior Learning for CMI Qualifications at Queen's

Appendix B   [University Policy on Disability](#)

Appendix C   [University Complaints Procedure](#)

Appendix D   [University Equality and Diversity policy](#)

Contacts

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