To complete these tasks, you will need to being able to write your answers based on your organisational knowledge, or make it relevant to your business area. There will also be additional guidance from your accreditation tutor, and access to additional learning content on the CMI website. Some of the content we cover on the modules may also be helpful, and we have included these topics below.

Task	Learning Outcome	Assessment Criteria	Useful module content
Task 1 - For the first task, you should create a profile of a manager who has operational or departmental responsibilities. The aim of this task is to present the knowledge, skills and behaviours required to be effective in the management and leadership role.	LO3 Understand the knowledge, skills and behaviours to be effective in a management and leadership role	To complete the profile you are required to: • Assess the essential knowledge and skills required for a management and leadership role (AC3.1) • Evaluate factors which impact on the selection of communication techniques required to be effective in a management and leadership role (AC3.2) • Analyse the core behaviours required to be effective in a management and leadership role (AC3.3)	• Management charter and the management expectations in NATO & Adair Action centred leadership • Communication techniques – think about the tools we have explored about how to best communicate with someone in order to influence. Match, pace, lead, maps of the world and filters. Also different styles e.g. SDI, key drivers. • 360 competencies
Task 2 - You are required to write a report entitled 'The application of management and leadership theories in an organisational context'.	LO2 Understand the application of management and leadership theories	To complete this report, you are required to: • Evaluate the relationship between management and leadership (AC2.1) • Analyse how the use of different management and leadership styles impact on individuals and teams (AC2.2) • Discuss the influence of culture and values on the selection of management and leadership styles (AC2.3) • Examine how management and leadership styles can be adapted in different situations (AC2.4)	• Debate/discussion on management vs leadership during module 1 – further video on module 1 portal We looked at lots of models to explore adapting your leadership style in different situations:- • Situational leadership • Adair Action Centred Leadership • Kubler Ross change curve • Key drivers • SDI

Task 3 - You are required to write a report entitled 'The factors which impact on an organisation's internal environment'.	LO1 Understand factors which impact on an organisation's internal environment	To complete this report you are required to: • Examine how the <u>legal status</u> of an organisation <u>impacts</u> on the way it is governed (AC1.1) • Examine how different <u>organisational structures</u> impact on <u>management roles</u> (AC1.3) • Analyse the <u>purpose</u> of an organisation's mission and vision statements (AC1.2) • Discuss the impact of organisational values and ethics on management <u>decision making</u> (AC1.4)	• Decision making content from module 1 day 2 The majority of the content in this task will be supported by your accreditation tutor along with CMI learning content.
Task 4 - Write a proposal which outlines how you would develop an approach for building a culture of mutual trust, respect and support with teams and individuals. (AC3.4)	LO3 Understand the knowledge, skills and behaviours to be effective in a management and leadership role	Demonstrate how you would develop an approach for building a culture of mutual trust, respect and support with teams and individuals	• Stakeholder mapping • Maps of the world & filters • Listening & Feedback models • Lencioni 5 dysfunctions and addressing each to create a high performing team • Types of motivation, ways to motivate • Johnson & Scholes cultural web