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AJYAL

OXFORD
COLLEGE OF MANAGEMENT

FIRST LINE MANAGEMENT & LEADERSHIP

CMI LEVEL 3 CERTIFICATE IN

AJYAL HR, in partnership with Oxford Professional Education, delivers Chartered Management Institute (CMI) qualifications in Oman by combining local expertise with global standards. This collaboration ensures high-quality, accredited leadership development tailored to regional needs, supported by international trainers and proven delivery frameworks for measurable organisational impact.

Muscat | Face-to-Face
4 days (2×2-day workshops/month)
Globally Recognised Qualification



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PROGRAMME OVERVIEW:

The CMI Level 3 Certificate is a practical, career- building management qualification designed for aspiring and practising first line managers. It equips learners with the skills, knowledge, and confidence to lead teams effectively, support organisational priorities, and deliver clear workplace outcomes.

WHY CHOOSE CMI LEVEL 3?

The CMI Level 3 qualification delivers significant value at both individual and organisational levels:

- Builds a strong first line management pipeline
- Improves team engagement and performance
- Develops confident and capable supervisors
- Supports teams to manage and implement workplace change
- Drives measurable improvement through applied learning

LEARNING OUTCOMES

The CMI Level 3 programme is designed to develop capable, confident, and effective first line managers. The primary objectives are to:

- Apply leadership theories and styles in the workplace
- Set clear goals, objectives, and direction for teams
- Develop the ability to engage, motivate, and inspire people
- Promote equity, diversity, inclusion, and wellbeing
- Build confidence to support and implement organisational change

The programme ensures that learners not only understand management theory but can apply it directly to workplace challenges, delivering practical and measurable results.

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WHO SHOULD ATTEND?

This qualification is specifically designed for:

- Aspiring and Practising First Line Managers
- Supervisors / Shift Managers / Team Leaders
- Employees transitioning into their first management role
- Professionals responsible for day-to-day team operations
- Individuals supporting workplace change and improvement

It is particularly suitable for organisations aiming to build leadership pipelines and strengthen management capability at first line level.

PROGRAMME STRUCTURE & UNITS

The programme consists of two core units, selected for relevance to the Oman market:

Unit 331: Approaches to Managing and Leading People and Teams (7 Credits)
This unit focuses on developing practical leadership capability to engage, motivate, and inspire teams.
Key areas include:

- Understanding and applying leadership theories and styles
- Providing clear direction, goals, and objectives
- Techniques to engage, motivate, and inspire team members
- Promoting equity, diversity, inclusion, and wellbeing

Learners will develop practical approaches to lead people confidently and create positive, high-performing teams.

Unit334:Contributing to the Management of Change (8 Credits)
This unit develops the knowledge and confidence needed to support and implement change effectively in the workplace.
Key areas include:

- Understanding the reasons and drivers for organisational change
- Assessing the impact of change on individuals and teams
- Identifying and addressing barriers and resistance to change
- Using practical tools to support and implement change initiatives

Together, these units ensure learners gain practical, workplace-relevant skills.

UNIT 331: APPROACHES TO MANAGING AND LEADING PEOPLE AND TEAMS

DURATION : 2 DAYS

UNIT 334: CONTRIBUTING TO THE MANAGEMENT OF CHANGE

DURATION : 2 DAYS

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TRAINER PROFILE: STEPHEN HARPUM

PROFESSIONAL PROFILE

Stephen Harpum is a former senior commissioned officer in the Royal Air Force, a Freelance Management Trainer across the Middle East—including significant work in Oman—and a Logistics and Supply Chain Director in the NHS. He has a unique understanding of people and organisations in diverse cultures, having lived and worked extensively outside the UK, with substantial experience in Oman, Saudi Arabia, and the USA. His time in Oman has provided him with deep insight into local business practices, cultural dynamics, and leadership approaches within the Gulf region. He is a people person, relationship manager, and team builder who thrives on helping individuals and organisations to flourish and grow.

EXPERIENCE & EXPERTISE

With extensive international experience, including hands-on delivery of training and leadership development programmes in Oman, Stephen is a culturally sensitive and effective communicator, equally comfortable one-to-one or in groups large and small. He is a motivating, engaging, and effective leader, having led teams of 5 to 500 in multicultural environments across several continents. His experience in Oman and the wider Middle East has further strengthened his ability to operate effectively in cross-cultural settings. He is adept at seeing the big picture and successfully implementing major change and transformation initiatives to respond to a rapidly changing world.

Stephen holds two Master's degrees, is MSP qualified, and is an accredited and experienced coach and mentor. He brings significant operational and strategic leadership experience, underpinned by practical delivery in Oman and across the region.