

Qualification Specification

601/4360/5

iCQ Level 4 Diploma in Management and Leadership (RQF)



Qualification Details

Title : iCQ Level 4 Diploma in Management and Leadership (RQF)
Awarding Organisation : iCan Qualifications Limited
Fees Price List Url : https://icanqualify.net
Qualification Type : RQF
Qualification Sub Type : None
Qualification Level : Level 4
Qualification Sub Level : None
EQF Level : Level 5
Regulation Start Date : 20-Aug-2014
Operational Start Date : 01-Sep-2014
Offered In England : Yes
Offered In Wales : Yes
Offered In Northern Ireland : Yes
Assessment Language In English : Yes
Assessment Language In Welsh : No
Assessment Language In Irish : No
SSA : 15.3 Business Management
Purpose : B. Prepare for further learning or training and/or develop knowledge and/or skills in a subject area
Sub Purpose : B2. Develop knowledge and/or skills in a subject area
Total Credits : 37
Min Credits at/above Level : 31
Minimum Guided Learning Hours : 126
Maximum Guided Learning Hours : 165
Diploma Guided Learning Hours : 0
Barring Classification Code : ZZZZ
Overall Grading Type : Pass
Assessment Methods : Portfolio of Evidence
Structure Requirements : To achieve this qualification learners must attain a minimum of 37 credits. Learners must attain 26 credits from the mandatory units in Group A, and a minimum of 11 credits from the optional units in Group B.
Age Ranges : Pre-16 : No; 16-18 : No; 18+ : Yes; 19+ : Yes
Qualification Objective : This qualification is for those learners who wish to develop their knowledge of management and leadership to enable them to move into or further their career in a management role

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
OAG) Overarching Group	Yes	0	2	2	37	0
A) Group A - Mandatory Units	Yes	4	4	0	26	0
B) Group B - Optional Units	Yes	11	2	0	11	0

Group A Group A - Mandatory Units

URN	Title	Level	GLH	Credit
H/506/4454	Principles of building respectful and productive working relationships in organisations	4	23	7
L/506/4478	Principles of management and leadership in organisations	4	20	6
R/506/4479	Operational and Human Resource Planning and Management	4	23	7
Y/506/4452	Managing personal and professional development	4	20	6

Group B Group B - Optional Units

URN	Title	Level	GLH	Credit
A/506/3682	Principles of Innovation and Change Management	5	32	5
A/506/4167	Principles of Quality Management	4	37	4
D/506/1939	Understand the legal context of business	3	44	6
F/506/4185	Principles of Project Management	4	57	10
F/506/4459	Principles of business strategic planning and development	4	17	5
J/506/3877	Corporate Social Responsibility and Sustainability	5	36	6
M/506/4456	Business Performance Measurement and Improvement	4	20	6
R/506/3865	Staff Recruitment and Selection	5	29	5
T/506/4457	Understanding organisational structure, culture, and values	4	20	6
T/506/4460	Stakeholder engagement and management	4	13	4
Y/506/3866	Budget Management	5	29	5

Qualification Framework : RQF

Title : Principles of building respectful and productive working relationships in organisations

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 23

Unit Credit Value : 7

SSAs : 15.3 Business Management

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: H/506/4454 : Principles of building respectful and productive working relationships in organisations

Understand the use of communication in creating effective working relationships.

Assessment Criterion - The learner can:

01.01	Explain the principles of effective communications in the workplace.
01.02	Assess the impact of ineffective communications on working relationships and performance standards.
01.03	Explain the importance of giving and receiving constructive feedback to colleagues in the workplace.

Understand the practices of conflict resolution and conflict management in the workplace.

02.01	Analyse the sources of conflict in the workplace.
02.02	Compare the concepts of conflict resolution and conflict management.
02.03	Analyse techniques that may be used to manage and resolve conflict in the workplace.

Understand how to create a fair, supportive and rewarding working environment.

03.01	Assess the impact of Equality legislation on management practices.
03.02	Assess the value of diversity in the workplace.
03.03	Evaluate techniques for promoting equality and diversity in the work environment.
03.04	Evaluate different methods of recognising achievement in the work environment.
03.05	Explain the importance of recognising achievement in the work environment.
03.06	Describe qualitative information and quantitative data that can be used to evaluate staff wellbeing.
03.07	Evaluate initiatives that may be implemented to improve staff wellbeing.
03.08	Evaluate different methods of developing a learning and innovation culture in an organisation.
03.09	Assess the value of a learning and innovation culture to organisational performance.

Qualification Framework	: RQF
Title	: Principles of management and leadership in organisations
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 20
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: L/506/4478 : Principles of management and leadership in organisations

Understand the concept of leadership in organisations.

Assessment Criterion - The learner can:

01.01	Compare the different levels of leadership in organisations.
01.02	Compare the concepts of assigned leadership and emergent leadership.
01.03	Distinguish between responsibility and accountability in leadership.
01.04	Analyse the relationship between organisational vision, values and goals and leadership.

Understand the development of managerial effectiveness in organisations.

02.01	Describe the skills, attitudes and behaviours of effective leaders.
02.02	Analyse different models and styles of leadership used in organisations.
02.03	Analyse the practices of effective leaders and managers.
02.04	Evaluate the role of delegation and empowerment in managerial effectiveness.
02.05	Assess the impact of organisational structure, culture and climate on managerial effectiveness.

Understand the principles and practices of managing the performance of individuals in organisations.

03.01	Analyse the concept of performance management.
03.02	Analyse the main tools used in performance management in organisations.
03.03	Assess the value of mentoring and coaching in managing the performance of individuals in an organisation.
03.04	Evaluate the role of effective communication in managing the performance of individuals in an organisation.

Qualification Framework	: RQF
Title	: Operational and Human Resource Planning and Management
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 23
Unit Credit Value	: 7
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: R/506/4479 : Operational and Human Resource Planning and Management

Understand the principles and practice of operational planning in organisations.	
Assessment Criterion - The learner can:	
01.01	Assess the need for operational planning for different types of operations.
01.02	Discuss the process of developing an operational plan for an organisation.
01.03	Evaluate the use of different planning tools and techniques in the operational planning for an organisation.
01.04	Assess the usefulness of different decision making techniques for operational planning decisions.
01.05	Explain the purpose of risk analyses and risk management in operational planning.
01.06	Assess how the interdependencies in work activities impact on operational planning and implementation.
Understand the principles and practices of physical resource management and work force planning.	
02.01	Analyse the principles underpinning the management of physical resources.
02.02	Explain methods of analysing the physical resource needs of an organisation.
02.03	Analyse the potential impact of physical resource use on the environment and the actions that can be taken to minimise adverse effects.
02.04	Analyse the factors to be considered in evaluating the quality and effectiveness of physical resources.
02.05	Evaluate the use of different workforce planning models and approaches in determining the human resource requirements of an organisation.
02.06	Analyse approaches to the identification and development of talent in different organisations.
Understand health and safety requirements in managing work activities in organisations.	
03.01	Assess the impact of health and safety legislation on carrying out work activities in an organisation.
03.02	Explain the purpose and benefits of carrying out a risk assessment when managing work activities.
03.03	Assess the need to regularly review organisational health and safety policies and procedures.

Qualification Framework	: RQF
Title	: Managing personal and professional development
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 20
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online icQ Assessment Guidance .

Unit: Y/506/4452 : Managing personal and professional development

Understand the factors which influence the need for personal and professional development.

Assessment Criterion - The learner can:

01.01	Analyse trends and developments in management that influence the need for professional development.
01.02	Explain the importance of own values, career and personal goals in planning professional development.
01.03	Analyse how changes in the work environment impact on the requirement for professional and personal development.
01.04	Assess the benefits of planning own professional development.

Understand how to plan for personal and professional development.

02.01	Assess the value of professional networks and professional bodies in professional development.
02.02	Describe how to develop an effective personal professional development plan.
02.03	Explain the different learning styles and how they contribute to personal development planning.
02.04	Explain how development activities are prioritized for personal and professional development.
02.05	Assess the effectiveness of different development activities in improving personal performance.

Understand how to implement and monitor a personal professional development plan.

03.01	Explain how to implement a personal development plan.
03.02	Assess the value of constructive feedback in implementing and monitoring the development plan.
03.03	Explain how to monitor personal development and progression against objectives.

Qualification Framework	: RQF
Title	: Principles of Innovation and Change Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 32
Unit Credit Value	: 5
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: A/506/3682 : Principles of Innovation and Change Management	
Understand the need for innovation and change in organisations	
Assessment Criterion - The learner can:	
01.01	Analyse the relationship between innovation and competitive advantage in an organisation
01.02	Discuss the contribution of internal and external factors to organisational change
Understand how organisational culture can promote innovation	
02.01	Evaluate the management styles needed to promote an innovative culture in an organisation
02.02	Analyse the features of a culture that supports innovation in an organisation
02.03	Assess sources of innovation in an organisation
02.04	Examine ways in which innovation is encouraged in an organisation
Understand key principles, theories and models relating to change in organisations	
03.01	Discuss organisational factors that might enable change and those which might hinder change processes in an organisation
03.02	Evaluate current theories and models relating to change and how they might support effective change management in an organisation
Understand the role of communication and relationship management within change processes	
04.01	Evaluate ways in which positive work relationships can support change processes
04.02	Discuss the different communication needs and types of support that might be required by different stakeholder groups

Qualification Framework	: RQF
Title	: Principles of Quality Management
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 37
Unit Credit Value	: 4
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: A/506/4167 : Principles of Quality Management

Understand approaches to quality management

Assessment Criterion - The learner can:

01.01	Evaluate the concept, purpose and scope of quality management
01.02	Distinguish between quality management, quality control and quality assurance
01.03	Analyse the features of different approaches to quality management
01.04	Explain the benefits of adopting an holistic approach to quality management
01.05	Analyse the role of administrative systems in the effective management of quality

Understand the benefits of quality management

02.01	Analyse the potential benefits to an organisation of effective quality management
02.02	Explain the relationship between quality management and customer satisfaction
02.03	Evaluate the impact of quality management on continuous improvement

Understand the use of quality controls

03.01	Explain the purpose of user and non-user surveys
03.02	Analyse the relationship between quality controls and customer complaints
03.03	Evaluate the risks attached to the self-assessment on the quality of business performance
03.04	Evaluate the benefits of involving others in the management of quality

Qualification Framework	: RQF
Title	: Understand the legal context of business
Unit Level	: Level 3
Unit Sub Level	: None
Guided Learning Hours	: 44
Unit Credit Value	: 6
SSAs	: 15.2 Administration
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: D/506/1939 : Understand the legal context of business

Understand the legal framework within which businesses operate	
Assessment Criterion - The learner can:	
01.01	Explain the legal requirements of different types of business
01.02	Describe the roles and powers of government departments and agencies in regulating business
01.03	Explain the legal provisions relating to intellectual property
Understand the principles of business governance	
02.01	Explain the corporate governance statutory framework of a business
02.02	Explain the roles and responsibilities of an organisations governing body
02.03	Explain the financial reporting requirements of an organisation
Understand how contract law affects a business	
03.01	Explain the elements of a valid business contract
03.02	Analyse different types of contracts
03.03	Explain the difference between negligence and liability
03.04	Explain the liabilities and entitlements of sellers and purchasers of goods and services
Understand the requirements of employment law	
04.01	Describe the sources, institutions and enforcement systems for individual employment rights
04.02	Explain the features of types of worker and employment contracts for service
04.03	Explain the implications of contracts of service and contracts for service
04.04	Explain the implications of different types of employment status
04.05	Explain the requirements for an organisation for health and safety
04.06	Explain the requirements for an organisation for equality and diversity
04.07	Explain the implications for an organisation of wrongful dismissal, unfair dismissal and redundancy
04.08	Describe the impact of human rights legislation on the employment relationship

Qualification Framework	: RQF
Title	: Principles of Project Management
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 57
Unit Credit Value	: 10
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: F/506/4185 : Principles of Project Management

Understand the importance of the initiation phase of a project	
Assessment Criterion - The learner can:	
01.01	Define the aim, scope and objectives of a project
01.02	Evaluate the importance of identifying the tasks, deliverables and schedule of a project
01.03	Assess the importance of identifying the impact of a project on the business
01.04	Identify the components of a business case that supports a project
Understand how to execute a project	
02.01	Evaluate the role of the project manager in a project
02.02	Explain the role of the project sponsor in a project
02.03	Assess the importance of selecting a project lifecycle plan to achieve the project objectives
02.04	Assess the importance of analysing sources of data and information to support a project
02.05	Explain the importance of defining project stakeholders and their management throughout a project lifecycle
02.06	Explain project resourcing, monitoring and controls
02.07	Assess the importance of identifying the critical success factors in the realisation of a project
02.08	Assess the importance of specifying performance measures to monitor project outcomes
02.09	Evaluate ways to monitor the progress of a project through its lifecycle
Understand how to evaluate and present project outcomes	
03.01	Explain how to assess the achievement of project outcomes against project scope objectives
03.02	Assess the importance of evaluating the outcomes of a project against the original business case
03.03	Explain how to present the outcomes of a project

Qualification Framework	: RQF
Title	: Principles of business strategic planning and development
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 17
Unit Credit Value	: 5
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: F/506/4459 : Principles of business strategic planning and development

Understand the benefits and process of strategic planning.

Assessment Criterion - The learner can:

01.01	Analyse the relationship between strategy and tactics.
01.02	Analyse the benefits of strategic planning to an organisation.
01.03	Discuss strategic planning as a tool for formulating and implementing business strategy.
01.04	Evaluate the role of stakeholders in developing organisational strategy.

Understand the different frameworks and models used in a strategy audit.

02.01	Analyse the different techniques used to conduct a strategic analysis of the business environment.
02.02	Explain how a SWOT analysis is generated from a strategy audit.
02.03	Interpret SWOT and PEST analyses in particular contexts.
02.04	Evaluate the use of Porters Five Forces Analysis in strategic analysis.

Understand the use of different models in strategy formulation.

03.01	Assess how product portfolio analysis supports the formulation of a product strategy.
03.02	Analyse different growth strategies in strategy formulation.
03.03	Apply strategies for the growth of an organisation in differing contexts.

Qualification Framework	: RQF
Title	: Corporate Social Responsibility and Sustainability
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 36
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: J/506/3877 : Corporate Social Responsibility and Sustainability

Understand the characteristics of corporate social responsibility and sustainability

Assessment Criterion - The learner can:

01.01	Discuss types of corporate social responsibility and sustainability activity
01.02	Analyse the range of stakeholders who have an interest in corporate responsibility and sustainability
01.03	Evaluate the impact of legal and regulatory requirements on a business, in respect of corporate social responsibility and sustainability
01.04	Examine ways in which corporate social responsibility and sustainability is managed

Understand the impact of corporate social responsibility and sustainability strategy on business performance

02.01	Evaluate the impact of stakeholders interests on corporate social responsibility and sustainability
02.02	Evaluate ways in which corporate social responsibility and sustainability requirements can be incorporated into the development of new products and services
02.03	Discuss how corporate social responsibility and sustainability requirements can affect business performance

Understand the strategic requirement for corporate social responsibility and sustainability

03.01	Explore the need for businesses to develop a corporate social responsibility and sustainability strategy
03.02	Evaluate the social impacts business activities have on society
03.03	Evaluate the environmental impacts business activities have on society

Understand ethical approaches to leadership and management

04.01	Analyse the approaches businesses adopt at a strategic level when managing ethical issues
04.02	Evaluate the impact of an ethical approach to leadership and management on a business
04.03	Evaluate the impact of corporate social responsibility and sustainability on leadership and management

Qualification Framework	: RQF
Title	: Business Performance Measurement and Improvement
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 20
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: M/506/4456 : Business Performance Measurement and Improvement

Understand the nature and value of business performance measurement.	
Assessment Criterion - The learner can:	
01.01	Analyse the benefits of modern business performance measurement to an organisation.
01.02	Analyse the features of an effective performance measurement system.
01.03	Assess the relationship between corporate strategy and performance measurement systems.
Understand the measures used in performance measurement systems in business organisations.	
02.01	Differentiate between financial and non-financial performance measures.
02.02	Examine different non-financial and financial performance measures used in performance measurement systems.
02.03	Compare the use of leading and lagging performance measures in performance management systems.
02.04	Differentiate between Key Performance Indicators (KPIs) and performance measures.
02.05	Evaluate the role of Key Performance Indicators in measuring the performance of an organisation.
Understand the frameworks used in performance measurement systems in business organisations.	
03.01	Analyse the use of the Balance Scorecard Framework in measuring business performance.
03.02	Examine the benefits and limitations of Total Quality Management in measuring business performance.
03.03	Compare different measurement frameworks in business performance measurement.
Understand the role of management information in improving business performance.	
04.01	Explain the functions of a management information system (MIS).
04.02	Assess how management information can be used to improve the performance of an organisation.

Qualification Framework	: RQF
Title	: Staff Recruitment and Selection
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 29
Unit Credit Value	: 5
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: R/506/3865 : Staff Recruitment and Selection

Understand the impact of legislation on the recruitment and selection process	
Assessment Criterion - The learner can:	
01.01	Examine how current employment legislation impacts upon staff recruitment and selection
01.02	Assess how current employment legislation can be incorporated into organisational policies for staff recruitment and selection
Understand how to recruit personnel to meet an identified gap in staff resources	
02.01	Analyse staffing resources to meet business needs
02.02	Evaluate the components of a business case for additional staffing resources
02.03	Evaluate the components of a job description and person specification
Understand how to conduct a selection process	
03.01	Evaluate the effectiveness of the stages for a selection process
03.02	Evaluate methods implemented to support a selection decision

Qualification Framework	: RQF
Title	: Understanding organisational structure, culture, and values
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 20
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: T/506/4457 : Understanding organisational structure, culture, and values

Understand the development and role of organisational structures in organisational effectiveness.

Assessment Criterion - The learner can:

01.01	Compare the use of different types of formal organisational structures.
01.02	Analyse the factors affecting the development of a formal organisational structure.
01.03	Assess the extent to which informal organisational structures contribute to achieving organisational effectiveness.

Understand how organisational culture is developed and the value of a high-performance culture.

02.01	Examine the factors influencing the development of organisational culture.
02.02	Evaluate the influence of different groups of stakeholders on organisational culture.
02.03	Analyse the different types of organisational cultures.
02.04	Analyse the features of a high-performance organisational culture.
02.05	Explain how organisational cultural analysis can be used to align organisational culture to strategy.

Understand the relationship between organisational values and organisational culture and behaviour.

03.01	Explain the concept of organisational values.
03.02	Analyse the benefits to an organisation of having a set of shared values.
03.03	Examine the relationship between organisational values and organisational culture.
03.04	Analyse different models of organisational behaviour.
03.05	Assess the impact of organisational culture and values on team and individual behaviour in an organisation.

Qualification Framework	: RQF
Title	: Stakeholder engagement and management
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 13
Unit Credit Value	: 4
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: T/506/4460 : Stakeholder engagement and management

Understand the expectations of organisational stakeholder groups.	
Assessment Criterion - The learner can:	
01.01	Differentiate between primary and secondary stakeholder groups.
01.02	Analyse the expectations of different stakeholder groups and the potential conflict of interest between groups.
Understand process of stakeholder engagement and its value to an organisation.	
02.01	Assess the value of stakeholder engagement to an organisation.
02.02	Discuss the main stages in the stakeholder engagement process.
02.03	Analyse techniques used to identify the relevant stakeholders with whom to engage.
02.04	Evaluate the suitability of different methods of engaging with stakeholders in relation to stakeholder level of participation and engagement goals.
02.05	Analyse strategies for managing risks associated with stakeholder engagement.
Understand how to develop and improve stakeholder relationship management.	
03.01	Analyse strategies that may be used to meet the competing needs and interests of different stakeholder groups.
03.02	Assess the suitability of methods of developing and maintaining collaborative relationships with different stakeholders.
03.03	Assess the importance of monitoring the effectiveness of stakeholder relationships.

Qualification Framework	: RQF
Title	: Budget Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 29
Unit Credit Value	: 5
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: Y/506/3866 : Budget Management

Understand the impact of internal and external factors on budgetary planning in a business	
Assessment Criterion - The learner can:	
01.01	Assess the need for long and short term budgetary plans in a business
01.02	Discuss the relationship between functional departments and responsibility centres
01.03	Evaluate internal and external sources of information used to determine cost, price and demand
Understand how to manage a budget	
02.01	Evaluate strategies used to manage budget variance
02.02	Assess how budgetary management controls are used to optimise business performance
Understand how to analyse cost information in business	
03.01	Distinguish between the different types of cost incurred by businesses
03.02	Discuss the uses of cost data for business planning and control purposes
03.03	Evaluate methods and techniques used to calculate business costs