

Qualification Specification

601/6908/4

iCQ Level 5 Diploma in Management and Leadership (RQF)



Qualification Details

Title	: iCQ Level 5 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 5
Qualification Sub Level	: None
EQF Level	: Level 5
Regulation Start Date	: 29-Jul-2015
Operational Start Date	: 01-Aug-2015
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	: 39
Min Credits at/above Level	: 30
Minimum Guided Learning Hours	: 194
Maximum Guided Learning Hours	: 219
Total Qualification Time	: 390
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 achieve a minimum of 39 credits. Learners must achieve 20 credits from the mandatory units in Group A, 10 credits from optional units in Group B and the remaining 9 credits from either Group B or Group C.
Age Ranges	: Pre-16 : No; 16-18 : No; 18+ : No; 19+ : Yes
Qualification Objective	: This qualification is for those learners who wish to develop their existing knowledge of management and leadership to enable them to move into or further their career in a senior management role

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
OG) Overarching Group	Yes	0	2	3	39	0
A) Mandatory Units	Yes	3	3	3	20	20
B) Optional Units	Yes	13	2	0	10	0
C) Further Optional Units	No	11	1	0	3	0

Group A Mandatory Units

URN	Title	Level	GLH	Credit
K/506/3659	Strategic Business Management and Planning	5	40	7
K/506/3662	Strategic Decision-making	5	32	6
R/506/2070	Principles of management and leadership	5	24	7

Group B Optional Units

URN	Title	Level	GLH	Credit
A/506/3682	Principles of Innovation and Change Management	5	32	5
A/506/3875	Corporate Communications'	5	26	4
D/506/3691	Business Risk Management	5	30	5
F/506/3876	Marketing Management	5	35	6
J/506/3877	Corporate Social Responsibility and Sustainability	5	36	6
J/506/3880	Product and/or Service Portfolio Management	5	26	4
K/506/3869	Strategic Project Management	5	32	6
L/506/3878	Business Process Management	5	35	6
R/506/3686	Customer Relationship Management	5	24	4
R/506/3865	Staff Recruitment and Selection	5	29	5
Y/506/2054	Principles of business finance	5	33	5
Y/506/3866	Budget Management	5	29	5
Y/602/1479	Quality Management in an Organisation	6	30	5

Group C Further Optional Units

URN	Title	Level	GLH	Credit
A/506/4217	Principles of Customer Service Management	4	80	8
A/506/4220	Understand How to Manage Work Activities to Improve Business Performance	4	43	11
F/506/3926	Successful Business Team Development	4	22	3
F/506/4140	Business Administration Systems	4	31	6
F/506/4218	Managing Information and Knowledge	4	72	15
F/506/4221	Principles of Business Skills Needed for Proposals and Pitches	4	68	12
L/506/4206	Human Resource Management	4	38	5
M/506/4182	Principles of Operational Planning	4	67	15
T/506/4457	Understanding organisational structure, culture, and values	4	20	6
T/506/4460	Stakeholder engagement and management	4	13	4
Y/506/4452	Managing personal and professional development	4	20	6

Qualification Framework	: RQF
Title	: Strategic Business Management and Planning
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 40
Unit Credit Value	: 7
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: K/506/3659 : Strategic Business Management and Planning

Understand the role of strategic planning in organisations	
Assessment Criterion - The learner can:	
01.01	Evaluate processes by which organisations identify their goals and values
01.02	Discuss the purpose and role of strategic business management and planning, in an organisation
01.03	Evaluate the classic and contemporary models used in developing business strategies and plans
Understand the impact of internal and external factors on organisations	
02.01	Analyse ways in which the internal and external environment can influence organisational management and planning strategies
02.02	Discuss the influence of organisational governance requirements on management and planning strategies
02.03	Explore the impact of internal and external risk factors on strategic business management activities
Understand the strategies that organisations use to achieve competitive advantage	
03.01	Analyse ways in which an organisation positions itself to outperform its competitors
03.02	Evaluate appropriate competitor advantage strategies for emerging, maturing and declining positions
Understand the environmental factors that affect strategic business management and planning	
04.01	Discuss how emerging global issues can impact upon the strategic management and planning activities in an organisations
04.02	Evaluate the impact of stakeholder interests in shaping strategic management and planning activities in an organisations
04.03	Analyse ways in which organisations respond to environmental factors, when making strategic plans

Qualification Framework	: RQF
Title	: Strategic Decision-making
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 32
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: K/506/3662 : Strategic Decision-making

Understand the role of information in strategic decision-making

Assessment Criterion - The learner can:

01.01	Discuss the link between strategic decision-making and business goals
01.02	Evaluate the role of information in strategic decision-making
01.03	Evaluate the requirement for integrated information systems to support strategic decision-making
01.04	Discuss the need to align information systems with business strategy
01.05	Assess the need for a corporate information systems strategy

Understand how information systems support business activity

02.01	Evaluate the contribution of information systems to business planning
02.02	Assess the value of information systems to business decision-making
02.03	Assess the role of information systems in supporting business operations

Understand quantitative approaches to strategic decision-making

03.01	Analyse ways in which quantitative approaches are used to support strategic decision-making
03.02	Evaluate the reliability of quantitative techniques used in strategic decision-making
03.03	Evaluate the limitations of quantitative techniques in strategic decision-making

Understand systems approaches to strategic decision-making

04.01	Evaluate the contribution of systems approaches to strategic decision-making
04.02	Discuss how decision making theories can inform strategic decision-making
04.03	Analyse the limitations of decision making theories in strategic decision-making

Qualification Framework	: RQF
Title	: Principles of management and leadership
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 24
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/506/2070 : Principles of management and leadership

Understand leadership and management theories and principles

Assessment Criterion - The learner can:

01.01	Characterise the concepts and nature of management and the function of leadership
01.02	Evaluate concepts and definitions of leadership and their influence on management
01.03	Evaluate the influence of effective and ineffective leadership and management on team behaviour and business performance

Understand leadership styles

02.01	Analyse the characteristics of different leadership styles
02.02	Evaluate the suitability of different leadership styles for different purposes and situations
02.03	Evaluate the factors that affect the suitability of different management styles
02.04	Evaluate the ethical dimensions of leadership styles

Understand motivation and empowerment

03.01	Analyse the relationship between job satisfaction, commitment, motivation, empowerment and business performance
03.02	Evaluate the implications of motivation and empowerment for an organisations structure and culture
03.03	Analyse the implications for employee relations policy of a strategy that empowers a workforce
03.04	Analyse the principles underpinning a reward strategy

Understand the management of performance

04.01	Assess approaches to performance management and appraisal
04.02	Assess the factors involved in managing a work-life balance and their implications for individuals
04.03	Evaluate the use of tools and techniques to measure human resource interventions
04.04	Identify areas for improvement through reflection on their own practice

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	: Corporate Communications'
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 26
Unit Credit Value	: 4
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: A/506/3875 : Corporate Communications'

Understand the importance of corporate communication

Assessment Criterion - The learner can:

01.01	Discuss the purpose of corporate communication strategies
01.02	Assess how corporate communications link to corporate objectives
01.03	Analyse the relationship between corporate communications and corporate reputation

Understand the dimensions of corporate communication processes

02.01	Examine the reasons for the different types of corporate communication
02.02	Evaluate ways in which the effectiveness of corporate communication processes can be measured
02.03	Discuss the purpose of a communication audit
02.04	Discuss how a corporate communication process can be improved

Understand how to plan the development of an organisational communication strategy

03.01	Develop objectives and success criteria for a communication strategy
03.02	Analyse communication messages and their relevance to different audiences
03.03	Discuss communication methods and techniques used to address different stakeholders

Qualification Framework	: RQF
Title	: Business Risk Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 30
Unit Credit Value	: 5
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: D/506/3691 : Business Risk Management

Understand business risk concepts	
Assessment Criterion - The learner can:	
01.01	Examine the internal and external risk factors that an organisation faces
01.02	Assess the potential impact of the risk factors that an organisation faces
01.03	Discuss risk management models
01.04	Explain the laws and legislation relating to risk management
Understand how to identify risk and risk probability	
02.01	Discuss risk and risk interdependencies
02.02	Examine criteria against which risk management can be assessed
02.03	Evaluate the effectiveness of methods used for calculating risk probability
Understand business resilience and the management of risk	
03.01	Explore the relationship between risk management, disaster recovery and business continuity
03.02	Evaluate a range of scenario planning and crisis management models
03.03	Analyse the benefit of risk governance structures and ownership
03.04	Evaluate techniques used to minimise business risk
03.05	Examine ways in which risk management techniques can be built into routine business processes

Qualification Framework	: RQF
Title	: Marketing Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 35
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: F/506/3876 : Marketing Management

Understand the contribution of marketing to the achievement of organisational objectives	
Assessment Criterion - The learner can:	
01.01	Analyse how a marketing orientation by an organisation supports the achievement of its objectives
01.02	Evaluate the contribution of marketing principles to the achievement of organisational objectives
01.03	Discuss the reasons for integrating the marketing function with other functional activities
Understand how to make marketing mix proposals that exploit marketing opportunities	
02.01	Discuss how to structure a marketing mix for an organisations products/services
02.02	Evaluate the role of market segmentation in providing insights about the structure of target markets for an organisation
02.03	Develop a marketing mix for a selected product/service proposal to meet the needs of a defined segment in a target market
Understand how to develop a marketing strategy	
03.01	Discuss how to identify the objectives of marketing strategies
03.02	Analyse the resources required to develop a marketing strategy
03.03	Explore how to implement a marketing strategy to ensure that it contributes to the achievement of organisational objectives
03.04	Discuss the purposes of reviewing marketing strategies

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	: Product and/or Service Portfolio Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 26
Unit Credit Value	: 4
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: J/506/3880 : Product and/or Service Portfolio Management

Understand the requirement for a product and/or service portfolio in an organisation

Assessment Criterion - The learner can:

01.01	Assess how a product and/or service portfolio can provide an organisation with a competitive advantage
01.02	Discuss how a product and/or service portfolio can be structured to achieve organisational goals
01.03	Examine the trade-off between the benefits and the risks in having a product and/or service portfolio

Understand how to develop a portfolio of products and/or services

02.01	Explain how to build a product and/or service portfolio
02.02	Evaluate the link between a product and/or service portfolio and the product and/or service lifecycle
02.03	Evaluate the relationship between a product and/or service portfolio and marketing in achieving organisational objectives
02.04	Evaluate the significance of feedback in the design, pricing and promotion of a product and/or service portfolio

Qualification Framework	: RQF
Title	: Strategic Project Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 32
Unit Credit Value	: 6
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: K/506/3869 : Strategic Project Management

Understand the impact of strategic objectives on project selection and management

Assessment Criterion - The learner can:

01.01	Discuss how projects support the strategic objectives of an organisation
01.02	Evaluate internal and external environmental factors that influence the selection of a project that supports strategic objectives

Understand the elements of a project planning process

02.01	Evaluate the roles of project stakeholders in planning a project
02.02	Evaluate ways in which to establish the viability of a project against specified criteria
02.03	Examine the components and characteristics of a project plan
02.04	Explain how to prepare a project

Understand how to implement the project plan

03.01	Discuss the purpose of a project implementation plan
03.02	Discuss ways in which to gain stakeholder commitment and support for project implementation
03.03	Explain how to implement a project plan

Understand how to evaluate the outcomes of a project

04.01	Analyse ways in which the outcomes of a project are evaluated to measure project performance
04.02	Analyse ways in which to measure project performance against agreed criteria
04.03	Assess the benefits of sharing the outcomes of a project evaluation, within an organisation

Qualification Framework	: RQF
Title	: Business Process Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 35
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/506/3878 : Business Process Management

Understand the techniques used to design a business process	
Assessment Criterion - The learner can:	
01.01	Examine the principles and models of process management
01.02	Evaluate processes used to deliver organisational objectives that meet legal and industry regulations
01.03	Discuss how to apply analytical and problem-solving tools
Understand how to design a sustainable business process	
02.01	Discuss how to identify processes that deliver organisational objectives, goals and outcomes
02.02	Evaluate ways in which sustainability can be integrated within the business process
02.03	Evaluate the criteria for designing a sustainable business process
02.04	Discuss types of resource that can be used to ensure that objectives are met
02.05	Explain how to establish the stakeholders and stakeholder responsibilities
Understand the need for the continuous management of business processes	
03.01	Explain the importance of managing, monitoring and reviewing the business processes
03.02	Evaluate the systems and documentation implemented to monitor and review business processes
03.03	Discuss how to identify when corrective action is necessary to maintain effective business processes
03.04	Analyse the cost and benefit of implementing effective business processes

Qualification Framework	: RQF
Title	: Customer Relationship Management
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 24
Unit Credit Value	: 4
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: R/506/3686 : Customer Relationship Management

Understand the importance of customer relationship management in an organisation

Assessment Criterion - The learner can:

01.01	Evaluate the role of customer relationship management in sourcing and retaining customers
01.02	Analyse internal and external factors that impact upon an organisations ability to find new customers and retain existing customers
01.03	Discuss the relationship between effective customer relationship management and having a competitive advantage
01.04	Evaluate the role of customer relationships as a source of innovation and growth

Understand methods to improve the management of customer relationships in an organisation

02.01	Evaluate methods used to measure the effectiveness of the customer relationship management system
02.02	Discuss ways in which the management and the monitoring of customer relationships could be improved
02.03	Evaluate methods used to monitor improvement to the management of customer relationships
02.04	Evaluate the extent to which the management of customer relationships leads to the achievement of an organisations strategic objectives

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	: Principles of business finance
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 33
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/506/2054 : Principles of business finance

Understand business finance within a management context	
Assessment Criterion - The learner can:	
01.01	Explain how to analyse the financial health of an organisation by interpreting a set of accounts and management information
01.02	Explain the uses and limitations of financial ratios
01.03	Explain the uses of statutory financial reports
01.04	Explain the difference between the uses of cost accounting and management accounting
01.05	Explain the benefits and limitations of short-term and long-term financing options
01.06	Explain how to carry out a cost-benefit analysis
Understand the commercial implications of managerial decisions	
02.01	Analyse the uses of management accounts for decision-making purposes
02.02	Evaluate the importance of break even, contribution and their underlying assumptions
02.03	Evaluate the effectiveness and suitability of budgetary control methods
02.04	Explain tools and techniques to identify commercial opportunities and risks
02.05	Assess the commercial impact of managerial decisions

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

Qualification Framework	: RQF
Title	: Quality Management in an Organisation
Unit Level	: Level 6
Unit Sub Level	: None
Guided Learning Hours	: 30
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/602/1479 : Quality Management in an Organisation

Understand the concept of Total Quality Management (TQM)	
Assessment Criterion - The learner can:	
01.01	discuss the importance of quality within an organisation
01.02	explain the concept of Total Quality Management (TQM)
01.03	discuss the theories of TQM
01.04	analyse the difficulties associated with the implementation of TQM
Understand the culture needed to embed TQM	
02.01	explain the importance of teamwork in TQM
02.02	discuss the role of training and development in embedding TQM into the culture of an organisation
02.03	analyse the management techniques which underpin successful integration of TQM into the culture of an organisation
02.04	evaluate the promotion of continuous quality improvement within an organisations culture
Understand the systems that support TQM	
03.01	describe methods of monitoring TQM
03.02	explain methods of controlling TQM
03.03	evaluate quality standards that support TQM

Qualification Framework	: RQF
Title	: Principles of Customer Service Management
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 80
Unit Credit Value	: 8
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: A/506/4217 : Principles of Customer Service Management

Understand the principles of management in customer service	
Assessment Criterion - The learner can:	
01.01	Evaluate how management and leadership styles impact on customer service
01.02	Explain how customer service systems and processes balance: customer satisfaction financial considerations legislation
01.03	Evaluate the importance of developing customer service policies that support the culture and ethics of the organisation
Understand how to manage recruitment and training to support customer service	
02.01	Analyse the personal and professional skills required to deliver effective customer service in the organisation
02.02	Explain how to recruit and select staff for a customer service role
02.03	Analyse methods used to train and develop staff in customer service delivery
02.04	Explain the relationship between staff training, experience, personality and customer service delivery
Understand the management of customer service delivery	
03.01	Analyse the roles and responsibilities of customer service management in relation to: the organisations service offer customer expectations customer satisfaction
03.02	Appraise the use of customer service as a competitive tool by the commercial sector
03.03	Appraise the use of customer service as a contribution to best value in the public or third sector
03.04	Evaluate how customer service values and ethics are demonstrated and maintained
03.05	Appraise the key features of a customer service culture within an organisation
03.06	Analyse how technology can be used to improve customer service delivery
Understand the value of monitoring, evaluating and continuous improvement in customer service delivery	
04.01	Explain the importance of monitoring the delivery of customer service within the organisation
04.02	Evaluate the methods for monitoring customer service performance
04.03	Explain how risk assessment is applied within customer service delivery
04.04	Evaluate ways in which an organisation can seek continuous improvement in customer service
04.05	Explain the importance of establishing collaborative partnerships in customer service

Qualification Framework : RQF

Title : Understand How to Manage Work Activities to Improve Business Performance

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 43

Unit Credit Value : 11

SSAs : 15.2 Administration, 15.3 Business Management

Unit Grading Structure : Pass

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

Unit: A/506/4220 : Understand How to Manage Work Activities to Improve Business Performance

Understand the importance of business processes in delivering outcomes based on business goals and objectives

Assessment Criterion - The learner can:

01.01	Analyse the effect of the mission, aims and objectives of an organisation on its structure and culture
01.02	Explain the methodology used to map processes to the organisations goals and objectives

Understand how work plans are developed

02.01	Explain the importance of identifying and prioritising outcomes for work plans
02.02	Explain the purpose of agreeing SMART objectives that align people and other resources in an effective and efficient way
02.03	Evaluate the usefulness of techniques used to manage activities
02.04	Assess factors to be taken into account when allocating and agreeing work with team members
02.05	Explain how to produce a work plan which promotes goals and objectives

Understand how to monitor work plans and systems to improve organisational performance

03.01	Assess the importance of implementing quality audit systems/practice to manage and monitor quality standards
03.02	Explain the importance of embedding a quality culture to improve organisational performance
03.03	Explain the importance of providing leadership and direction for own area of responsibility
03.04	Evaluate methods used to monitor progress and provide feedback to team members

Understand health and safety requirements when managing business activities

04.01	Explain the impact of health and safety legislation on work activities
04.02	Explain the purpose and benefits of carrying out a risk assessment when managing work activities
04.03	Assess the importance of reviewing organisational health and safety policies and procedures

Qualification Framework	: RQF
Title	: Successful Business Team Development
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 22
Unit Credit Value	: 3
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: F/506/3926 : Successful Business Team Development

Understand the characteristics of successful business teams	
Assessment Criterion - The learner can:	
01.01	Discuss the characteristics of effective business teams
01.02	Analyse the value of theoretical models when building effective business teams
01.03	Evaluate the effectiveness of having defined team roles in successful business teams
Understand how to develop successful business teams	
02.01	Evaluate methods used for team development that support team members to achieve given objectives
02.02	Assess the techniques used to motivate individuals and teams to achieve given objectives
02.03	Examine how performance feedback can be used to develop teams
02.04	Discuss how to determine criteria to monitor the effectiveness of teams
02.05	Assess how to develop team performance against agreed criteria

Qualification Framework	: RQF
Title	: Business Administration Systems
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 31
Unit Credit Value	: 6
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: F/506/4140 : Business Administration Systems

Understand administrative systems

Assessment Criterion - The learner can:

01.01	Explain the features of administrative systems used in different types and sizes of organisation
01.02	Explain how organisations manage the flow of information
01.03	Evaluate the role of information and communication technology (ICT) in supporting administration
Understand how systems thinking affects the administrative performance of organisations	
02.01	Explain the stages of systems development
02.02	Explain the contribution of systems thinking to efficient administrative performance
02.03	Analyse the drawbacks to systems thinking in an organisational context
02.04	Evaluate the benefits of implementing systems change
Understand the role of policies and procedures in meeting customer requirements	
03.01	Explain the difference between administrative policies and procedures
03.02	Analyse the purpose of formal and informal administrative policies and procedures
03.03	Analyse methods for evaluating the effectiveness of procedures
03.04	Analyse the relationship between formulating policy and preparing procedures
03.05	Analyse how to ensure the procedures meet customer requirements

Qualification Framework	: RQF
Title	: Managing Information and Knowledge
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 72
Unit Credit Value	: 15
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online icQ Assessment Guidance .

Unit: F/506/4218 : Managing Information and Knowledge

Understand the need to manage information and knowledge within organisations	
Assessment Criterion - The learner can:	
01.01	Analyse the main features of information management
01.02	Explain the relationship between data, information and knowledge
01.03	Analyse the concept of knowledge management
01.04	Analyse the benefits information and knowledge management brings to organisations
Understand the role of ICT in managing information and knowledge	
02.01	Describe the types and nature of organisational information systems
02.02	Explain how information and communication technology (ICT) affects organisational communication
02.03	Evaluate how ICT can be used to disseminate knowledge throughout the organisation
Understand the links between knowledge management strategy and competitive advantage	
03.01	Explain the role and importance of knowledge for organisations
03.02	Analyse the importance of maintaining a learning culture in a changing environment
03.03	Evaluate how knowledge management strategies and processes facilitate and support organisational learning
03.04	Evaluate the relationship between organisational learning and competitive advantage

Qualification Framework	: RQF
Title	: Principles of Business Skills Needed for Proposals and Pitches
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 68
Unit Credit Value	: 12
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: F/506/4221 : Principles of Business Skills Needed for Proposals and Pitches

Understand ways of researching and analysing a market	
Assessment Criterion - The learner can:	
01.01	Analyse the importance of using appropriate online resources, including market and industry reports, when conducting market research
01.02	Evaluate the importance of analysing current trends in a market
01.03	Evaluate the importance of establishing the strengths and weaknesses of a potential product or service
Understand the areas that need to be analysed before starting a business proposal	
02.01	Evaluate the importance of including a PESTAL analysis on the macro-environment in a proposal
02.02	Explain why a target market should be identified
02.03	Explain Porters Five Forces
02.04	Evaluate the importance of analysing the micro-environment in a proposal
Understand how to create a business proposal	
03.01	Describe the sections that need to be included in a business proposal
Understand the importance of checking the business proposal and circulating to the appropriate people	
04.01	Analyse the importance of checking the business proposal with the customer/department that it effects
04.02	Explain who a business proposal is circulated to

Qualification Framework	: RQF
Title	: Human Resource Management
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 38
Unit Credit Value	: 5
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: L/506/4206 : Human Resource Management

Understand the role of human resource management	
Assessment Criterion - The learner can:	
01.01	Explain the difference between personnel management and human resource management
01.02	Analyse the function of human resource management in contributing to the purpose of the organisation
01.03	Evaluate the roles and responsibilities of line managers in human resource management
01.04	Assess the impact of the legal and regulatory framework on human resource management
Understand how to recruit employees	
02.01	Analyse the reasons for human resource planning in organisations
02.02	Describe the stages involved in planning human resource requirements
02.03	Analyse the recruitment and selection process
Understand how to reward employees in order to motivate and retain them	
03.01	Examine the methods organisations use to monitor employee performance
03.02	Assess the link between motivational theory and reward
03.03	Evaluate the effectiveness of reward systems in organisations
Understand the mechanisms for cessation of employment	
04.01	Identify the reasons for cessation of employment
04.02	Describe employment exit procedures
04.03	Assess the impact of the legal and regulatory framework on employment cessation arrangements

Qualification Framework	: RQF
Title	: Principles of Operational Planning
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 67
Unit Credit Value	: 15
SSAs	: 15.2 Administration, 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: M/506/4182 : Principles of Operational Planning

Understand the activities that make up operations management

Assessment Criterion - The learner can:

01.01	Outline the main types of operations found within business
01.02	Explain how all operational activities can be represented as systems
01.03	Analyse the characteristics which differentiate operational systems

Understand the relationship between operations and business performance

02.01	Describe how the operations function supports business performance
02.02	Identify the main internal measures of success used by businesses
02.03	Evaluate how internal measures of success link to business objectives

Understand the importance of administration in operations management

03.01	Analyse the relationship between operations and administrative management
03.02	Critically compare the process and functional approaches to operations management
03.03	Analyse the relationship between operations and the supply chain
03.04	Explain the link between operations and quality management

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	: 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.