



TQUK Level 5 Diploma in Management and Leadership (RQF)

Qualification Specification

Qualification Number: 601/7149/2



Introduction

Welcome to TQUK.

TQUK is an Awarding Organisation recognised by the Office of Qualifications and Examinations Regulation (Ofqual) in England, CCEA Regulation in Northern Ireland and by Qualifications Wales.

TQUK offers qualifications which are regulated by Ofqual and, in some cases, by CCEA Regulation and/or Qualifications Wales, sit on the Regulated Qualifications Framework (RQF) and are listed on the Register of Regulated Qualifications (<http://register.ofqual.gov.uk/>).

Our qualifications are designed to support and encourage learners to develop their knowledge and skills. This development may result in progression into employment or career development in the workplace. Our qualifications also allow learners to progress onto further qualifications.

Please visit our website www.tquk.org for news of our latest developments.

Qualification Specifications

Each qualification which TQUK offers is supported by a specification that includes all the information required by a centre to deliver a qualification. Information in the specification includes unit information, assessment and learning outcomes.

The aim of the Qualification Specification is to guide a centre through the process for delivering the qualification.

Please read it alongside the TQUK Centre Handbook.

Details of TQUK's procedures and policies can be found on our website www.tquk.org

Qualification specifications can be found also be found on our website www.tquk.org

Please check the website regularly to ensure that you are using the most up to date version.

If you have any further questions, please contact TQUK.

Use of TQUK Logo, Name and Qualifications

TQUK is a professional organisation and use of its name and logo is restricted. TQUK's name may only be used by recognised centres to promote TQUK qualifications. Recognised centres may use the logo for promotional materials such as on corporate/business letterheads, pages of a centre's website relating to TQUK qualifications, printed brochures, leaflets or exhibition stands.

When using TQUK's logo, there must be no changes or amendments made to it, in terms of colour, size, border and shading. The logo must only be used in a way that easily identifies it as TQUK's logo. Any representation of TQUK's logo must be done so as a representation of the true logo.

It is the responsibility of the centre to monitor the use and marketing of TQUK's logos and qualifications on their own materials as well as on those of any re-sellers or third parties that they may use. TQUK should be made aware of relationships with re-sellers or third parties including any additional websites that the centre will use in addition to their own website. If this information is changed TQUK should be notified. TQUK is required to monitor centre's websites and materials to ensure that learners are not being misled.

If a centre is no longer a TQUK recognised centre it must immediately discontinue the use of TQUK's logo, name and qualifications.

Introduction to the Qualification

The TQUK Level 5 Diploma in Management and Leadership is regulated by Ofqual.

Qualification Purpose

The purpose of the qualification is to develop the underpinning knowledge of learners who are middle managers to enable them to lead and manage individuals and teams, develop strategic plans and manage strategic change. The qualification is suitable for managers in a wide range of occupations and sectors and gives them the opportunity to demonstrate management skills.

The qualification is a knowledge element of the Higher Apprenticeship in Management

Entry Requirements

There are no specific entry requirements however learners should have a minimum of Level two in literacy and numeracy or equivalent.

The qualification is suitable for learners of 18 years of age and above.

Progression

Successful learners can progress to other qualifications such as:

- TQUK Level 5 NVQ Diploma in Management and Leadership
- TQUK Level 6 Diploma in Business Management (RQF)
- Level 6 Diploma in Management and Leadership
- Level 6 Diploma in Strategic HR Management
- Level 6 Diploma in Marketing Management

Structure

Learners must achieve a minimum of 39 credits: 20 credits from the mandatory units, 10 credits from Group B and 9 credits from either Group B or Group C

Mandatory Units

Unit number	Unit Ref	Title	Level	Credits	Guided Learning Hours
1	R/506/2070	Principles of management and leadership	5	7	24
2	K/506/3659	Strategic Business Management and Planning	5	7	40
3	K/506/3662	Strategic Decision-making	5	6	32

Optional Units

Group B

Unit number	Unit Ref	Title	Level	Credits	Guided Learning Hours
4	Y/506/2054	Principles of business finance	5	5	33
5	J/506/3880	Product and/or Service Portfolio Management	5	4	26
6	Y/602/1479	Quality Management in an Organisation	6	5	30
7	A/506/3682	Principles of Innovation and Change Management	5	5	32

Unit number	Unit Ref	Title	Level	Credits	Guided Learning Hours
8	R/506/3686	Customer Relationship Management	5	4	24
9	D/506/3691	Business Risk Management	5	5	30
10	R/506/3865	Staff Recruitment and Selection	5	5	29
11	L/506/3878	Business Process Management	5	6	35
12	J/506/3877	Corporate Social Responsibility and Sustainability	5	6	36
13	F/506/3876	Marketing Management	5	6	35
14	A/506/3875	Corporate Communications	5	4	26
15	K/506/3869	Strategic Project Management	5	6	32
16	Y/506/3866	Budget Management	5	5	29

Group C

Unit number	Unit Ref	Title	Level	Credits	Guided Learning Hours
17	F/506/3926	Successful Business Team Development	4	3	22
18	F/506/4140	Business Administration Systems	4	6	31
19	A/506/4217	Principles of Customer Service Management	4	8	80
20	M/506/4182	Principles of Operational Planning	4	15	67
21	F/506/4218	Managing Information and Knowledge	4	15	72
22	L/506/4206	Human Resource Management	4	5	38

Unit number	Unit Ref	Title	Level	Credits	Guided Learning Hours
23	F/506/4221	Principles of Business Skills Needed for Proposals and Pitches	4	12	68
24	Y/506/4452	Managing personal and professional development	4	6	20
25	T/506/4457	Understanding organisational structure, culture, and values	4	6	20
26	T/506/4460	Stakeholder engagement and management	4	4	13
27	A/506/4220	Understand How to Manage Work Activities to Improve Business Performance	4	11	43

Total Qualification Time

This is an estimate of the total length of time it is expected that a learner will typically take to achieve and demonstrate the level of attainment necessary for the award of the qualification i.e. to achieve all learning outcomes.

Total Qualification Time is comprised of GLH and an estimate of the number of hours a learner is likely to spend in preparation, study or any other learning including assessment, which takes place as directed by, but not under the supervision of a lecturer, supervisor or tutor. The credit value, where given, for a qualification is determined by TQT, as one credit corresponds to 10 hours of learning.

Total Qualification time is 390 hours.

Guided Learning Hours

These hours are made up of all real time contact time, guidance or supervision of a learner by a lecturer, supervisor, tutor, trainer or other appropriate provider of education or training.

Total Guided Learning Hours for this qualification: 194.

Assessment

The qualification is assessed by internally set and marked assessments subject to external quality assurance.

Where indicated in the unit specifications, assessment must meet the requirements of the identified assessment strategy/principles.

Materials for internal assessment must be submitted to TQUK for approval prior to use and must be mapped to the relevant unit, learning outcome and assessment criteria.

All learning outcomes must be met to achieve a Pass - there is no grading.

Centre Recognition

To offer any TQUK qualification each centre must be recognised by TQUK and meet qualification approval criteria. Qualification approval must be confirmed prior to any assessment of learners taking place. It is essential that centres provide learners with access to appropriate support in the form of specialist resources.

The TQUK Centre Recognition process requires a centre to have in place a number of policies and procedures to protect the learners undertaking a TQUK qualification and the integrity of TQUK's qualifications. The policies and procedures will also support an approved Centre's quality systems.

Recognised centres must seek approval for each qualification they wish to offer.

The approval process requires centres to demonstrate that they have the resources, including staff, to deliver and assess the qualification.

Support from TQUK

Recognised centres will be able to access support from TQUK whenever necessary. External Quality Assurance activities will be undertaken on a regular basis. TQUK also offers recognised centres the service of a Client Relationship Officer whose role is to support centres with any administration queries or qualification support.

Course Delivery

Pre-Course Information

All learners should be given appropriate pre-course information regarding any TQUK qualifications. The information should explain about the qualification, the fee, the form of the assessment and any entry requirements or resources needed to undertake the qualification.

Initial Assessment

Centres should ensure that any learner registered on a TQUK qualification undertakes some form of initial assessment. The initial assessment should be used to inform a teacher/trainer on the level of the learner's current knowledge and/or skills.

Initial assessment can be undertaken by a teacher/trainer in any form suitable for the qualification to be undertaken by the learner/s. It is the centre's responsibility to make available forms of initial assessment that are valid, applicable and relevant to TQUK qualifications.

Learner Registration

Once approved to offer a qualification the centre should register learners before any assessment can take place. Recognised centres must follow TQUK's procedures for registering learners. For short courses, TQUK offer the option of registering a course and booking a number of places. Learners are then added once the course has taken place, thus acknowledging situations where substitutions are made at short notice to meet business needs.

Trainer/Assessor Requirements

Tutors/trainers who deliver a TQUK qualification must possess a teaching qualification appropriate for the level of qualification they are delivering. This can include the below:

- Further and Adult Education Teachers Certificate
- Cert Ed/PGCE/B Ed/M Ed
- PTLLS/CTLLS/DTLLS
- Level 3 Award/4 Certificate/5 Diploma in Education and Training

Assessors who assess a TQUK qualification must possess an assessing qualification appropriate for the level of qualification they are delivering. This can include:

- Level 3 Award in Assessing Competence in the Work Environment
- Level 3 Award in Assessing Vocationally Related Achievement
- Level 3 Award in Understanding the Principles and Practices of Assessment
- Level 3 Certificate in Assessing Vocational Achievement
- A1 or D32/D33

Specific requirements for assessors may be indicated in the assessment strategy/principles identified in individual unit specifications.

Internal Quality Assurer Requirements

Centre staff who undertake the role of an Internal Quality Assurer (IQA) for TQUK qualifications must possess or be working towards a relevant qualification. This could include:

- Level 4 Award in the Internal Quality Assurance of Assessment Processes and Practice
- Level 4 Certificate in Leading the Internal Quality Assurance of Assessment Processes and Practice

- V1 Conduct internal quality assurance of the assessment process
- D34 Internally verify the assessment process

It is best practice that those who quality assure qualifications also hold one of the assessing qualifications outlined above. IQAs must follow the principles set out in Learning and Development NOS 11 - Internally monitor and maintain the quality of assessment.

All staff members involved with the qualification (training, assessing or IQA) will also need to be '*occupationally competent in the subject area being delivered*'. This could be evidenced by a combination of the below:

- A higher level qualification in the same subject area as the qualification approval request.
- Experience of the delivery/assessment/IQA of the qualification/s requested.
- Work experience in the subject area of the qualifications.

Staff members will also be expected to have a working knowledge of the requirements of the qualification, and a thorough knowledge and understanding of the role of tutors/assessors and internal quality assurance. They are also expected to undertake continuous professional development (CPD) to ensure they are up to date with work practices and developments in the qualifications they are involved with.

Useful Websites

- Health and Safety Executive www.hse.gov.uk
- Office of Qualifications and Examinations Regulation www.ofqual.gov.uk
- Register of Regulated Qualifications <http://register.ofqual.gov.uk>
- Skills CfA <http://www.skillsca.org/>

For further details regarding approval and funding eligibility please refer to the following websites:

- Skills Funding Agency <http://skillsfundingagency.bis.gov.uk/> for public funding information for 19+ learners in England
- Learning Aim Reference Service (LARS) <https://www.gov.uk/government/publications/individualised-learner-record-ilr-sources-of-data>
- DAQW – Database of Approved Qualifications www.daqw.org.uk for public funding in Wales
- Department for the Economy <https://www.economy-ni.gov.uk/> or Department of Education www.deni.gov.uk for public funding in Northern Ireland.

Units of assessment

Mandatory Unit – Unit 1

Title:		Principles of management and leadership R/506/2070	
Level:		5	
Credit value:		7	
Guided learning hours:		24	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand leadership and management theories and principles	1.1	Characterise the concepts and nature of management and the function of leadership
		1.2	Evaluate concepts and definitions of leadership and their influence on management
		1.3	Evaluate the influence of effective and ineffective leadership and management on team behaviour and business performance
2	Understand leadership styles	2.1	Analyse the characteristics of different leadership styles
		2.2	Evaluate the suitability of different leadership styles for different purposes and situations
		2.3	Evaluate the factors that affect the suitability of different management styles
		2.4	Evaluate the ethical dimensions of leadership styles
3	Understand motivation and empowerment	3.1	Analyse the relationship between job satisfaction, commitment, motivation, empowerment and business performance
		3.2	Evaluate the implications of motivation and empowerment for an organisation's structure and culture
		3.3	Analyse the implications for employee relations policy of a strategy that empowers a workforce
		3.4	Analyse the principles underpinning a reward strategy
4	Understand the management of performance	4.1	Assess approaches to performance management and appraisal

	4.2	Assess the factors involved in managing a work-life balance and their implications for individuals
	4.3	Evaluate the use of tools and techniques to measure human resource interventions
	4.4	Identify areas for improvement through reflection on their own practice

Unit 2

Title:		Strategic Business Management and Planning K/506/3659	
Level:		5	
Credit value:		7	
Guided learning hours:		40	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the role of strategic planning in organisations	1.1	Evaluate processes by which organisations identify their goals and values
		1.2	Discuss the purpose and role of strategic business management and planning, in an organisation
		1.3	Evaluate the classic and contemporary models used in developing business strategies and plans
2	Understand the impact of internal and external factors on organisations	2.1	Analyse ways in which the internal and external environment can influence organisational management and planning strategies
		2.2	Discuss the influence of organisational governance requirements on management and planning strategies
		2.3	Explore the impact of internal and external risk factors on strategic business management activities
3	Understand the strategies that organisations use to achieve competitive advantage	3.1	Analyse ways in which an organisation positions itself to outperform its competitors
		3.2	Evaluate appropriate competitor advantage strategies for emerging, maturing and declining positions
4	Understand the environmental factors that affect strategic business management and planning	4.1	Discuss how emerging global issues can impact upon on the strategic management and planning activities in an organisations
		4.2	Evaluate the impact of stakeholder interests in shaping strategic management and planning activities in an organisations
		4.3	Analyse ways in which organisations respond to environmental factors, when making strategic plans

Unit 3

Title:		Strategic Decision-making	
		K/506/3662	
Level:		5	
Credit value:		6	
Guided learning hours:		32	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the role of information in strategic decision-making	1.1	Discuss the link between strategic decision-making and business goals
		1.2	Evaluate the role of information in strategic decision-making
		1.3	Evaluate the requirement for integrated information systems to support strategic decision-making
		1.4	Discuss the need to align information systems with business strategy
		1.5	Assess the need for a corporate information systems strategy
2	Understand how information systems support business activity	2.1	Evaluate the contribution of information systems to business planning
		2.2	Assess the value of information systems to business decision-making
		2.3	Assess the role of information systems in supporting business operations
3	Understand quantitative approaches to strategic decision-making	3.1	Analyse ways in which quantitative approaches are used to support strategic decision-making
		3.2	Evaluate the reliability of quantitative techniques used in strategic decision-making
		3.3	Evaluate the limitations of quantitative techniques in strategic decision-making
4	Understand systems approaches to strategic decision-making	4.1	Evaluate the contribution of systems approaches to strategic decision-making

	4.2	Discuss how decision making theories can inform strategic decision-making
	4.3	Analyse the limitations of decision making theories in strategic decision-making

Optional Units

Group B

Unit 4

Title:		Principles of business finance	
		Y/506/2054	
Level:		5	
Credit value:		5	
Guided learning hours:		33	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand business finance within a management context	1.1	Explain how to analyse the financial health of an organisation by interpreting a set of accounts and management information
		1.2	Explain the uses and limitations of financial ratios
		1.3	Explain the uses of statutory financial reports
		1.4	Explain the difference between the uses of cost accounting and management accounting
		1.5	Explain the benefits and limitations of short-term and long-term financing options
		1.6	Explain how to carry out a cost-benefit analysis
2	Understand the commercial implications of managerial decisions	2.1	Analyse the uses of management accounts for decision-making purposes
		2.2	Evaluate the importance of break even, contribution and their underlying assumptions
		2.3	Evaluate the effectiveness and suitability of budgetary control methods
		2.4	Explain tools and techniques to identify commercial opportunities and risks
		2.5	Assess the commercial impact of managerial decisions

Unit 5

Title:		Product and/or Service Portfolio Management J/506/3880	
Level:		5	
Credit value:		4	
Guided learning hours:		26	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the requirement for a product and/or service portfolio in an organisation	1.1	Assess how a product and/or service portfolio can provide an organisation with a competitive advantage
		1.2	Discuss how a product and/or service portfolio can be structured to achieve organisational goals
		1.3	Examine the trade-off between the benefits and the risks in having a product and/or service portfolio
2	Understand how to develop a portfolio of products and/or services	2.1	Explain how to build a product and/or service portfolio
		2.2	Evaluate the link between a product and/or service portfolio and the product and/or service lifecycle
		2.3	Evaluate the relationship between a product and/or service portfolio and marketing in achieving organisational objectives
		2.4	Evaluate the significance of feedback in the design, pricing and promotion of a product and/or service portfolio

Unit 6

Title:		Quality Management in an Organisation Y/602/1479	
Level:		6	
Credit value:		5	
Guided learning hours:		30	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the concept of Total Quality Management (TQM)	1.1	Discuss the importance of quality within an organisation
		1.2	Explain the concept of Total Quality Management (TQM)
		1.3	Discuss the theories of TQM
		1.4	Analyse the difficulties associated with the implementation of TQM
2	Understand the culture needed to embed TQM	2.1	Explain the importance of teamwork in TQM
		2.2	Discuss the role of training and development in embedding TQM into the culture of an organisation
		2.3	Analyse the management techniques which underpin successful integration of TQM into the culture of an organisation
		2.4	Evaluate the promotion of continuous quality improvement within an organisation's culture
3	Understand the systems that support TQM	3.1	Describe methods of monitoring TQM
		3.2	Explain methods of controlling TQM
		3.3	Evaluate quality standards that support TQM

Unit 7

Title:		Principles of Innovation and Change Management A/506/3682	
Level:		5	
Credit value:		5	
Guided learning hours:		32	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the need for innovation and change in organisations	1.1	Analyse the relationship between innovation and competitive advantage in an organisation
		1.2	Discuss the contribution of internal and external factors to organisational change
2	Understand how organisational culture can promote innovation	2.1	Evaluate the management styles needed to promote an innovative culture in an organisation
		2.2	Analyse the features of a culture that supports innovation in an organisation
		2.3	Assess sources of innovation in an organisation
		2.4	Examine ways in which innovation is encouraged in an organisation
3	Understand key principles, theories and models relating to change in organisations	3.1	Discuss organisational factors that might enable change and those which might hinder change processes in an organisation
		3.2	Evaluate current theories and models relating to change and how they might support effective change management in an organisation
4	Understand the role of communication and relationship management within change processes	4.1	Evaluate ways in which positive work relationships can support change processes
		4.2	Discuss the different communication needs and types of support that might be required by different stakeholder groups

Unit 8

Title:		Customer Relationship Management	
		R/506/3686	
Level:		5	
Credit value:		4	
Guided learning hours:		24	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the importance of customer relationship management in an organisation	1.1	Evaluate the role of customer relationship management in sourcing and retaining customers
		1.2	Analyse internal and external factors that impact upon an organisation's ability to find new customers and retain existing customers
		1.3	Discuss the relationship between effective customer relationship management and having a competitive advantage
		1.4	Evaluate the role of customer relationships as a source of innovation and growth
2	Understand methods to improve the management of customer relationships in an organisation	2.1	Evaluate methods used to measure the effectiveness of the customer relationship management system
		2.2	Discuss ways in which the management and the monitoring of customer relationships could be improved
		2.3	Evaluate methods used to monitor improvement to the management of customer relationships
		2.4	Evaluate the extent to which the management of customer relationships leads to the achievement of an organisations strategic objectives

Unit 9

Title:		Business Risk Management D/506/3691	
Level:		5	
Credit value:		5	
Guided learning hours:		30	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand business risk concepts	1.1	Examine the internal and external risk factors that an organisation faces
		1.2	Assess the potential impact of the risk factors that an organisation faces
		1.3	Discuss risk management models
		1.4	Explain the laws and legislation relating to risk management
2	Understand how to identify risk and risk probability	2.1	Discuss risk and risk interdependencies
		2.2	Examine criteria against which risk management can be assessed
		2.3	Evaluate the effectiveness of methods used for calculating risk probability
3	Understand business resilience and the management of risk	3.1	Explore the relationship between risk management, disaster recovery and business continuity
		3.2	Evaluate a range of scenario planning and crisis management models
		3.3	Analyse the benefit of risk governance structures and ownership
		3.4	Evaluate techniques used to minimise business risk
		3.5	Examine ways in which risk management techniques can be built into routine business processes

Unit 10

Title:		Staff Recruitment and Selection	
		R/506/3865	
Level:		5	
Credit value:		5	
Guided learning hours:		29	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the impact of legislation on the recruitment and selection process	1.1	Examine how current employment legislation impacts upon staff recruitment and selection
		1.2	Assess how current employment legislation can be incorporated into organisational policies for staff recruitment and selection
2	Understand how to recruit personnel to meet an identified gap in staff resources	2.1	Analyse staffing resources to meet business needs
		2.2	Evaluate the components of a business case for additional staffing resources
		2.3	Evaluate the components of a job description and person specification
3	Understand how to conduct a selection process	3.1	Evaluate the effectiveness of the stages for a selection process
		3.2	Evaluate methods implemented to support a selection decision

Unit 11

Title:		Business Process Management L/506/3878	
Level:		5	
Credit value:		6	
Guided learning hours:		35	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the techniques used to design a business process	1.1	Examine the principles and models of process management
		1.2	Evaluate processes used to deliver organisational objectives that meet legal and industry regulations
		1.3	Discuss how to apply analytical and problem-solving tools
2	Understand how to design a sustainable business process	2.1	Discuss how to identify processes that deliver organisational objectives, goals and outcomes
		2.2	Evaluate ways in which sustainability can be integrated within the business process
		2.3	Evaluate the criteria for designing a sustainable business process
		2.4	Discuss types of resource that can be used to ensure that objectives are met
		2.5	Explain how to establish the stakeholders and stakeholder responsibilities
3	Understand the need for the continuous management of business processes	3.1	Explain the importance of managing, monitoring and reviewing the business processes
		3.2	Evaluate the systems and documentation implemented to monitor and review business processes
		3.3	Discuss how to identify when corrective action is necessary to maintain effective business processes
		3.4	Analyse the cost and benefit of implementing effective business processes

Unit 12

Title:		Corporate Social Responsibility and Sustainability J/506/3877	
Level:		5	
Credit value:		6	
Guided learning hours:		36	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the characteristics of corporate social responsibility and sustainability	1.1	Discuss types of corporate social responsibility and sustainability activity
		1.2	Analyse the range of stakeholders who have an interest in corporate responsibility and sustainability
		1.3	Evaluate the impact of legal and regulatory requirements on a business, in respect of corporate social responsibility and sustainability
		1.4	Examine ways in which corporate social responsibility and sustainability is managed
2	Understand the impact of corporate social responsibility and sustainability strategy on business performance	2.1	Evaluate the impact of stakeholders' interests on corporate social responsibility and sustainability
		2.2	Evaluate ways in which corporate social responsibility and sustainability requirements can be incorporated into the development of new products and services
		2.3	Discuss how corporate social responsibility and sustainability requirements can affect business performance
3	Understand the strategic requirement for corporate social responsibility and sustainability	3.1	Explore the need for businesses to develop a corporate social responsibility and sustainability strategy
		3.2	Evaluate the social impacts business activities have on society
		3.3	Evaluate the environmental impacts business activities have on society
4	Understand ethical approaches to leadership and management	4.1	Analyse the approaches businesses adopt at a strategic level when managing ethical issues

		4.2	Evaluate the impact of an ethical approach to leadership and management on a business
		4.3	Evaluate the impact of corporate social responsibility and sustainability on leadership and management

Unit 13

Title:		Marketing Management	
		F/506/3876	
Level:		5	
Credit value:		6	
Guided learning hours:		35	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the contribution of marketing to the achievement of organisational objectives	1.1	Analyse how a marketing orientation by an organisation supports the achievement of its objectives
		1.2	Evaluate the contribution of marketing principles to the achievement of organisational objectives
		1.3	Discuss the reasons for integrating the marketing function with other functional activities
2	Understand how to make marketing mix proposals that exploit marketing opportunities	2.1	Discuss how to structure a marketing mix for an organisation's products/services
		2.2	Evaluate the role of market segmentation in providing insights about the structure of target markets for an organisation
		2.3	Develop a marketing mix for a selected product/service proposal to meet the needs of a defined segment in a target market
3	Understand how to develop a marketing strategy	3.1	Discuss how to identify the objectives of marketing strategies
		3.2	Analyse the resources required to develop a marketing strategy
		3.3	Explore how to implement a marketing strategy to ensure that it contributes to the achievement of organisational objectives
		3.4	Discuss the purposes of reviewing marketing strategies

Unit 14

Title:		Corporate Communications A/506/3875	
Level:		5	
Credit value:		4	
Guided learning hours:		26	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the importance of corporate communication	1.1	Discuss the purpose of corporate communication strategies
		1.2	Assess how corporate communications link to corporate objectives
		1.3	Analyse the relationship between corporate communications and corporate reputation
2	Understand the dimensions of corporate communication processes	2.1	Examine the reasons for the different types of corporate communication
		2.2	Evaluate ways in which the effectiveness of corporate communication processes can be measured
		2.3	Discuss the purpose of a communication audit
		2.4	Discuss how a corporate communication process can be improved
3	Understand how to plan the development of an organisational communication strategy	3.1	Develop objectives and success criteria for a communication strategy
		3.2	Analyse communication messages and their relevance to different audiences
		3.3	Discuss communication methods and techniques used to address different stakeholders

Unit 15

Title:		Strategic Project Management K/506/3869	
Level:		5	
Credit value:		6	
Guided learning hours:		32	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the impact of strategic objectives on project selection and management	1.1	Discuss how projects support the strategic objectives of an organisation
		1.2	Evaluate internal and external environmental factors that influence the selection of a project that supports strategic objectives
2	Understand the elements of a project planning process	2.1	Evaluate the roles of project stakeholders in planning a project
		2.2	Evaluate ways in which to establish the viability of a project against specified criteria
		2.3	Examine the components and characteristics of a project plan
		2.4	Explain how to prepare a project
3	Understand how to implement the project plan	3.1	Discuss the purpose of a project implementation plan
		3.2	Discuss ways in which to gain stakeholder commitment and support for project implementation
		3.3	Explain how to implement a project plan
4	Understand how to evaluate the outcomes of a project	4.1	Analyse ways in which the outcomes of a project are evaluated to measure project performance
		4.2	Analyse ways in which to measure project performance against agreed criteria
		4.3	Asses the benefits of sharing the outcomes of a project evaluation, within an organisation

Unit 16

Title:		Budget Management Y/506/3866	
Level:		5	
Credit value:		5	
Guided learning hours:		29	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the impact of internal and external factors on budgetary planning in a business	1.1	Assess the need for long and short term budgetary plans in a business
		1.2	Discuss the relationship between functional departments and responsibility centres
		1.3	Evaluate internal and external sources of information used to determine cost, price and demand
2	Understand how to manage a budget	2.1	Evaluate strategies used to manage budget variance
		2.2	Assess how budgetary management controls are used to optimise business performance
3	Understand how to analyse cost information in business	3.1	Distinguish between the different types of cost incurred by businesses
		3.2	Discuss the uses of cost data for business planning and control purposes
		3.3	Evaluate methods and techniques used to calculate business costs

Optional Units

Group C

Unit 17

Title:		Successful Business Team Development F/506/3926	
Level:		4	
Credit value:		3	
Guided learning hours:		22	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the characteristics of successful business teams	1.1	Discuss the characteristics of effective business teams
		1.2	Analyse the value of theoretical models when building effective business teams
		1.3	Evaluate the effectiveness of having defined team roles in successful business teams
2	Understand how to develop successful business teams	2.1	Evaluate methods used for team development that support team members to achieve given objectives
		2.2	Assess the techniques used to motivate individuals and teams to achieve given objectives
		2.3	Examine how performance feedback can be used to develop teams
		2.4	Discuss how to determine criteria to monitor the effectiveness of teams
		2.5	Assess how to develop team performance against agreed criteria

Unit 18

Title:		Business Administration Systems F/506/4140	
Level:		4	
Credit value:		6	
Guided learning hours:		31	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand administrative systems	1.1	Explain the features of administrative systems used in different types and sizes of organisation
		1.2	Explain how organisations manage the flow of information
		1.3	Evaluate the role of information and communication technology (ICT) in supporting administration
2	Understand how systems thinking affects the administrative performance of organisations	2.1	Explain the stages of systems development
		2.2	Explain the contribution of systems thinking to efficient administrative performance
		2.3	Analyse the drawbacks to systems thinking in an organisational context
		2.4	Evaluate the benefits of implementing systems change
3	Understand the role of policies and procedures in meeting customer requirements	3.1	Explain the difference between administrative policies and procedures
		3.2	Analyse the purpose of formal and informal administrative policies and procedures
		3.3	Analyse methods for evaluating the effectiveness of procedures
		3.4	Analyse the relationship between formulating policy and preparing procedures
		3.5	Analyse how to ensure the procedures meet customer requirements

Title:		Principles of Customer Service Management A/506/4217	
Level:		4	
Credit value:		8	
Guided learning hours:		80	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the principles of management in customer service	1.1	Evaluate how management and leadership styles impact on customer service
		1.2	Explain how customer service systems and processes balance: <ul style="list-style-type: none"> • customer satisfaction • financial considerations • legislation
		1.3	Evaluate the importance of developing customer service policies that support the culture and ethics of the organisation
2	Understand how to manage recruitment and training to support customer service	2.1	Analyse the personal and professional skills required to deliver effective customer service in the organisation
		2.2	Explain how to recruit and select staff for a customer service role
		2.3	Analyse methods used to train and develop staff in customer service delivery
		2.4	Explain the relationship between staff training, experience, personality and customer service delivery
3	Understand the management of customer service delivery	3.1	Analyse the roles and responsibilities of customer service management in relation to: <ul style="list-style-type: none"> • the organisation's service offer • customer expectations • customer satisfaction
		3.2	Appraise the use of customer service as a competitive tool by the commercial sector
		3.3	Appraise the use of customer service as a contribution to best value in the public or third sector

		3.4	Evaluate how customer service values and ethics are demonstrated and maintained
		3.5	Appraise the key features of a customer service culture within an organisation
		3.6	Analyse how technology can be used to improve customer service delivery
4	Understand the value of monitoring, evaluating and continuous improvement in customer service delivery	4.1	Explain the importance of monitoring the delivery of customer service within the organisation
		4.2	Evaluate the methods for monitoring customer service performance
		4.3	Explain how risk assessment is applied within customer service delivery
		4.4	Evaluate ways in which an organisation can seek continuous improvement in customer service
		4.5	Explain the importance of establishing collaborative partnerships in customer service

Unit 18

Title:		Principles of Operational Planning	
		M/506/4182	
Level:		4	
Credit value:		15	
Guided learning hours:		67	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the activities that make up operations management	1.1	Outline the main types of operations found within business
		1.2	Explain how all operational activities can be represented as systems
		1.3	Analyse the characteristics which differentiate operational systems
2	Understand the relationship between operations and business performance	2.1	Describe how the operations function supports business performance
		2.2	Identify the main internal measures of success used by businesses
		2.3	Evaluate how internal measures of success link to business objectives
3	Understand the importance of administration in operations management	3.1	Analyse the relationship between operations and administrative management
		3.2	Critically compare the process and functional approaches to operations management
		3.3	Analyse the relationship between operations and the supply chain
		3.4	Explain the link between operations and quality management

Unit 21

Title:		Managing Information and Knowledge F/506/4218	
Level:		4	
Credit value:		15	
Guided learning hours:		72	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the need to manage information and knowledge within organisations	1.1	Analyse the main features of information management
		1.2	Explain the relationship between data, information and knowledge
		1.3	Analyse the concept of knowledge management
		1.4	Analyse the benefits information and knowledge management brings to organisations
2	Understand the role of ICT in managing information and knowledge	2.1	Describe the types and nature of organisational information systems
		2.2	Explain how information and communication technology (ICT) affects organisational communication
		2.3	Evaluate how ICT can be used to disseminate knowledge throughout the organisation
3	Understand the links between knowledge management strategy and competitive advantage	3.1	Explain the role and importance of knowledge for organisations
		3.2	Analyse the importance of maintaining a learning culture in a changing environment
		3.3	Evaluate how knowledge management strategies and processes facilitate and support organisational learning
		3.4	Evaluate the relationship between organisational learning and competitive advantage

Unit 22

Title:		Human Resource Management L/506/4206	
Level:		4	
Credit value:		5	
Guided learning hours:		38	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the role of human resource management	1.1	Explain the difference between personnel management and human resource management
		1.2	Analyse the function of human resource management in contributing to the purpose of the organisation
		1.3	Evaluate the roles and responsibilities of line managers in human resource management
		1.4	Assess the impact of the legal and regulatory framework on human resource management
2	Understand how to recruit employees	2.1	Analyse the reasons for human resource planning in organisations
		2.2	Describe the stages involved in planning human resource requirements
		2.3	Analyse the recruitment and selection process
3	Understand how to reward employees in order to motivate and retain them	3.1	Examine the methods organisations use to monitor employee performance
		3.2	Assess the link between motivational theory and reward
		3.3	Evaluate the effectiveness of reward systems in organisations
4	Understand the mechanisms for cessation of employment	4.1	Identify the reasons for cessation of employment
		4.2	Describe employment exit procedures
		4.3	Assess the impact of the legal and regulatory framework on employment cessation arrangements

Unit 23

Title:		Principles of Business Skills Needed for Proposals and Pitches F/506/4221	
Level:		4	
Credit value:		12	
Guided learning hours:		68	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand ways of researching and analysing a market	1.1	Analyse the importance of using appropriate online resources, including market and industry reports, when conducting market research
		1.2	Evaluate the importance of analysing current trends in a market
		1.3	Evaluate the importance of establishing the strengths and weaknesses of a potential product or service
2	Understand the areas that need to be analysed before starting a business proposal	2.1	Evaluate the importance of including a PESTAL analysis on the macro-environment in a proposal
		2.2	Explain why a target market should be identified
		2.3	Explain Porter's Five Forces
		2.4	Evaluate the importance of analysing the micro-environment in a proposal
3	Understand how to create a business proposal	3.1	Describe the sections that need to be included in a business proposal
4	Understand the importance of checking the business proposal and circulating to the appropriate people	4.1	Analyse the importance of checking the business proposal with the customer/department that it effects
		4.2	Explain who a business proposal is circulated to

Title:		Managing personal and professional development Y/506/4452	
Level:		4	
Credit value:		6	
Guided learning hours:		20	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the factors which influence the need for personal and professional development	1.1	Analyse trends and developments in management that influence the need for professional development
		1.2	Explain the importance of own values, career and personal goals in planning professional development
		1.3	Analyse how changes in the work environment impact on the requirement for professional and personal development
		1.4	Assess the benefits of planning own professional development
2	Understand how to plan for personal and professional development	2.1	Assess the value of professional networks and professional bodies in professional development
		2.2	Describe how to develop an effective personal professional development plan
		2.3	Explain the different learning styles and how they contribute to personal development planning
		2.4	Explain how development activities are prioritized for personal and professional development
		2.5	Assess the effectiveness of different development activities in improving personal performance
3	Understand how to implement and monitor a personal professional development plan	3.1	Explain how to implement a personal development plan
		3.2	Assess the value of constructive feedback in implementing and monitoring the development plan
		3.3	Explain how to monitor personal development and progression against objectives

Title:		Understanding organisational structure, culture, and values T/506/4457	
Level:		4	
Credit value:		6	
Guided learning hours:		20	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the development and role of organisational structures in organisational effectiveness	1.1	Compare the use of different types of formal organisational structures
		1.2	Analyse the factors affecting the development of a formal organisational structure
		1.3	Assess the extent to which informal organisational structures contribute to achieving organisational effectiveness
2	Understand how organisational culture is developed and the value of a high-performance culture	2.1	Examine the factors influencing the development of organisational culture
		2.2	Evaluate the influence of different groups of stakeholders on organisational culture
		2.3	Analyse the different types of organisational cultures
		2.4	Analyse the features of a high-performance organisational culture
		2.5	Explain how organisational cultural analysis can be used to align organisational culture to strategy
3	Understand the relationship between organisational values and organisational culture and behaviour	3.1	Explain the concept of organisational values
		3.2	Analyse the benefits to an organisation of having a set of shared values
		3.3	Examine the relationship between organisational values and organisational culture
		3.4	Analyse different models of organisational behaviour

		3.5	Assess the impact of organisational culture and values on team and individual behaviour in an organisation
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Title:		Stakeholder engagement and management	
		T/506/4460	
Level:		4	
Credit value:		4	
Guided learning hours:		13	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the expectations of organisational stakeholder groups	1.1	Differentiate between primary and secondary stakeholder groups
		1.2	Analyse the expectations of different stakeholder groups and the potential conflict of interest between groups
2	Understand process of stakeholder engagement and its value to an organisation	2.1	Assess the value of stakeholder engagement to an organisation
		2.2	Discuss the main stages in the stakeholder engagement process
		2.3	Analyse techniques used to identify the relevant stakeholders with whom to engage
		2.4	Evaluate the suitability of different methods of engaging with stakeholders in relation to stakeholder level of participation and engagement goals
		2.5	Analyse strategies for managing risks associated with stakeholder engagement
3	Understand how to develop and improve stakeholder relationship management	3.1	Analyse strategies that may be used to meet the competing needs and interests of different stakeholder groups
		3.2	Assess the suitability of methods of developing and maintaining collaborative relationships with different stakeholders
		3.3	Assess the importance of monitoring the effectiveness of stakeholder relationships

Title:		Understand How to Manage Work Activities to Improve Business Performance A/506/4220	
Level:		4	
Credit value:		11	
Guided learning hours:		43	
Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand the importance of business processes in delivering outcomes based on business goals and objectives	1.1	Analyse the effect of the mission, aims and objectives of an organisation on its structure and culture
		1.2	Explain the methodology used to map processes to the organisation's goals and objectives
2	Understand how work plans are developed	2.1	Explain the importance of identifying and prioritising outcomes for work plans
		2.2	Explain the purpose of agreeing SMART objectives that align people and other resources in an effective and efficient way
		2.3	Evaluate the usefulness of techniques used to manage activities
		2.4	Assess factors to be taken into account when allocating and agreeing work with team members
		2.5	Explain how to produce a work plan which promotes goals and objectives
3	Understand how to monitor work plans and systems to improve organisational performance	3.1	Assess the importance of implementing quality audit systems/practice to manage and monitor quality standards
		3.2	Explain the importance of embedding a quality culture to improve organisational performance
		3.3	Explain the importance of providing leadership and direction for own area of responsibility
		3.4	Evaluate methods used to monitor progress and provide feedback to team members

4	Understand health and safety requirements when managing business activities	4.1	Explain the impact of health and safety legislation on work activities
		4.2	Explain the purpose and benefits of carrying out a risk assessment when managing work activities
		4.3	Assess the importance of reviewing organisational health and safety policies and procedures