



## **Level 4 NVQ Diploma in Business Administration**

### **Qualification Specification**

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## Introduction

This qualification is aimed at candidates who are developing, implementing and monitoring administrative services within their organisation. It will support candidates' progression in the workplace, particularly at management level, through the development of high level administrative skills.

The awarding body for this qualification is ProQual Awarding Body and the regulatory body is the Office of Qualifications and Examinations Regulation (Ofqual). The specification for this qualification has been approved by the Welsh Government for use by centres in Wales and by the Council for the Curriculum Examinations and Assessment (CCEA) for use by centres in Northern Ireland.

The qualification has been accredited onto the Regulated Qualifications Framework (RQF) and provides a progression route to higher level or discipline related qualifications.

## Qualification Profile Level 4 NVQ Diploma in Business Administration

Qualification title	<b>ProQual Level 4 NVQ Diploma in Business Administration</b>
Ofqual qualification number	601/4758/1
Level	4
Total qualification time	400 hours
Guided learning hours	296
Assessment	Pass or fail Internally assessed and verified by centre staff External quality assurance by ProQual verifiers
Qualification start date	1/11/2014
Qualification end date	

## Entry Requirements

There are no formal entry requirements for this qualification.

Centres should carry out an **initial assessment** of candidate skills and knowledge to identify any gaps and help plan the assessment.

## Qualification Structure

To achieve the qualification candidates must complete a minimum of: **57 credits**

- **18 credits** from the **Mandatory units in Group A**, plus
- a minimum of **26 credits** from **Optional Group B**
- a maximum of **13 credits** from **Optional Group C**

<b>Group A Mandatory Units – complete all units</b>			
<b>Unit Reference Number</b>	<b>Unit Title</b>	<b>Unit Level</b>	<b>Credit Value</b>
D/506/1956	Resolve administrative problems	4	6
T/506/1946	Manage the work of an administrative function	4	5
Y/506/1910	Communicate in a business environment	4	4
F/506/1819	Manage personal and professional development	3	3
<b>Group B Optional Units – a minimum of 26 credits</b>			
<b>Unit Reference Number</b>	<b>Unit Title</b>	<b>Unit Level</b>	<b>Credit Value</b>
A/506/1950	Contribute to the design and development of an information system	4	5
F/506/1951	Manage information systems	4	6
H/506/1957	Prepare specifications for contracts	4	4
M/506/1959	Council for Administration	4	6
R/506/1954	Support environmental sustainability in a business environment	4	4
D/506/1911	Contribute to the improvement of business performance	3	6
F/506/1917	Monitor information systems	3	8
H/506/1912	Negotiate in a business environment	3	4
J/506/1918	Evaluate the provision of business travel or accommodation	3	5
K/506/1913	Develop a presentation	3	3
K/506/1944	Manage an office facility	3	4
M/506/1914	Deliver a presentation	3	3
M/506/1945	Analyse and present business data	3	6
T/506/1915	Create bespoke business documents	3	4
<b>Group C Optional Units – a maximum of 13 credits</b>			
<b>Unit Reference Number</b>	<b>Unit Title</b>	<b>Unit Level</b>	<b>Credit Value</b>
A/506/1995	Manage a budget	4	4
A/506/2032	Manage knowledge in an organisation	4	5
F/506/1982	Develop working relationships with stakeholders	4	4
H/506/2042	Recruitment, selection and induction practice	4	6
J/506/1949	Develop and maintain professional networks	4	3
K/506/1989	Manage physical resources	4	4
K/506/1992	Prepare for and support quality audits	4	3
L/506/2004	Manage business risk	4	6
M/506/1962	Encourage learning and development	4	3
R/506/1999	Manage a project	4	7
T/506/1980	Initiate and implement operational change	4	4

T/506/1994	Conduct quality audits	4	3
Y/506/1955	Develop and implement an operational plan	4	5
D/506/2055	Design business processes	5	5
F/506/2064	Optimise the use of technology	5	6
J/506/2048	Establish business risk management processes	5	5
R/506/2053	Promote equality of opportunity, diversity and inclusion	5	5
A/506/1821	Manage team performance	3	4
J/506/1921	Manage individuals' performance	3	4
K/506/1927	Manage conflict within a team	3	5
K/506/1930	Implement and maintain business continuity plans and processes	3	4
M/506/1928	Procure products and/or services	3	5
M/506/1931	Collaborate with other departments	3	3
Y/506/1924	Chair and lead meetings	3	3
D/506/2153	Champion customer service	4	4
J/506/2292	Encourage innovation	3	4

## Barred Units

Source Units	Target Units
Manage business risk (L/506/2004)	Establish business risk management processes (J/506/2048)

## Centre Requirements

Centres must be approved to offer this qualification. If your centre is not approved please complete and submit form **ProQual Additional Qualification Approval Application**.

### Staff

Staff delivering this qualification must be appropriately qualified and/or occupationally competent.

### Assessors/Internal Quality Assurance

For each competence-based unit centres must be able to provide at least one assessor and one internal verifier who are suitably qualified for the specific occupational area. Assessors and internal verifiers for competence-based units or qualifications will normally need to hold appropriate assessor or verifier qualifications, such as:

- Award in Assessing Competence in the Work Environment
- Award in Assessing Vocationally Related Achievement
- Certificate in Assessing Vocational Achievement
- Award in the Internal Quality Assurance of Assessment Processes and Practices
- Certificate in Leading the Internal Quality Assurance of Assessment Processes and Practices

## Support for Candidates

Materials produced by centres to support candidates should:

- enable them to track their achievements as they progress through the learning outcomes and assessment criteria;
- provide information on where ProQual's policies and procedures can be viewed;
- provide a means of enabling Internal and External Quality Assurance staff to authenticate evidence

## Assessment

This qualification is competence-based, candidates must demonstrate the level of competence described in the units. Assessment is the process of measuring a candidate's skill, knowledge and understanding against the standards set in the qualification.

The qualifications must be assessed by an appropriately experienced and qualified assessor.

Each candidate is required to produce a portfolio of evidence which demonstrates their achievement of all of the learning outcomes and assessment criteria for each unit.

- Evidence can include:
- observation report by assessor
  - assignments/projects/reports
  - professional discussion
  - witness testimony
  - candidate product
  - worksheets
  - record of oral and written questioning
  - Recognition of Prior Learning

**Learning outcomes** set out what a candidate is expected to know, understand or be able to do.

**Assessment criteria** specify the standard a candidate must meet to show the learning outcome has been achieved.

*Learning outcomes and assessment criteria can be found from page 9.*

## Internal Quality Assurance

An internal quality assurance verifier confirms that assessment decisions made in centres are made by competent and qualified assessors, that they are the result of sound and fair assessment practice and that they are recorded accurately and appropriately.

## Adjustments to Assessment

Adjustments to standard assessment arrangements are made on the individual needs of candidates. ProQual's Reasonable Adjustments Policy and Special Consideration Policy sets out the steps to follow when implementing reasonable adjustments and special considerations and the service that ProQual provides for some of these arrangements.

Centres should contact ProQual for further information or queries about the contents of the policy.

## Results Enquiries and Appeals

All enquiries relating to assessment or other decisions should be dealt with by centres, with reference to ProQual's Enquiries and Appeals Procedures.

## Certification

Candidates who achieve the required credits for qualifications will be awarded:

- A certificate listing all units achieved with their related credit value, and
- A certificate giving the full qualification title -

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#### **Claiming certificates**

Centres may claim certificates for candidates who have been registered with ProQual and who have successfully achieved the required number of credits for a qualification. All certificates will be issued to the centre for successful candidates.

#### **Unit certificates**

If a candidate does not achieve all of the units/credits required for a qualification, the centre may claim a unit certificate for the candidate which will list all of the units/credits achieved.

#### **Replacement certificates**

If a replacement certificate is required a request must be made to ProQual in writing. Replacement certificates are labelled as such and are only provided when the claim has been authenticated. Refer to the Fee Schedule for details of charges for replacement certificates.

# Learning Outcomes and Assessment Criteria

## Unit D/506/1956

### Resolve administrative problems

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the resolution of administrative problems	1.1	Evaluate the effectiveness of different types of information on an administrative function
		1.2	Explain the basis for selecting tools, techniques and strategies to analyse administrative functions
		1.3	Explain the constraints attached to the use of resources needed to resolve administrative problems
		1.4	Explain how to apply risk assessment and management techniques to identify and resolve administrative problems
		1.5	Analyse the effectiveness of different techniques used to resolve administrative problems
2	Be able to identify administrative problems	2.1	Collect information relevant to the administrative problem
		2.2	Use analytical techniques that are appropriate to the administrative problem
		2.3	Clarify whether an administrative problem is recurrent, intermittent or a sole instance
		2.4	Identify patterns of issues and problems
		2.5	Identify the likely cause of an administrative problem
3	Be able to resolve administrative problems	3.1	Select a strategy that is appropriate for the nature, scale, seriousness and priority of the administrative problem
		3.2	Develop a plan that addresses the administrative problem whilst minimising disruption to business

**Learning Outcome - The learner will:****Assessment Criterion - The learner can:**

- 3.3 Identify success criteria that are capable of measuring the effectiveness of solutions to solve administrative problems
- 3.4 Implement a problem-solving plan within the agreed timescale and constraints
- 3.5 Take action to ensure that systems and processes are capable of preventing future reoccurrences
- 3.6 Evaluate the effectiveness of problem solving activities
- 3.7 Adhere to organisational policies and procedures, legal and ethical requirements when resolving administrative problems

## Unit T/506/1946

### Manage the work of an administrative function

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the management of an administrative function	1.1 Evaluate the way in which the purpose and values of an organisation affect the design and delivery of administrative services
	1.2 Analyse the role of IT systems in the delivery of administrative services
	1.3 Explain how budgetary constraints affect administrative functions
	1.4 Analyse techniques to manage team members
	1.5 Evaluate the role of stakeholder feedback in the design and delivery of administrative services
	1.6 Explain techniques used to monitor and evaluate administrative work
	1.7 Explain techniques to manage bottlenecks and downtime in a way that meets volume targets and quality standards
2 Be able to organise the work of an administrative function	2.1 Agree specific, measurable, achievable, realistic and time-bound (SMART) objectives with their team
	2.2 Specify how business targets and objectives will be achieved
	2.3 Develop systems and standard operating procedures for administrative processes that meet organisational and legal requirements
	2.4 Set key performance indicators (KPIs) that are capable of measuring the progress and efficiency of the work of an administrative function
	2.5 Obtain resources likely to enable targets and objectives to be met within the agreed timescale
	2.6 Allocate workloads in a way that is likely to meet targets, deadlines and budgetary constraints

**Learning Outcome - The learner will:****Assessment Criterion - The learner can:**

- |   |  |     |   |
|---|--|-----|---|
| 3 | Be able to manage administrative workflows | 3.1 | Manage workflow in a way that is likely to meet volume targets and quality standards                                  |
|   |  | 3.2 | Minimise downtime and productivity waste  |
|   |  | 3.3 | Provide support that facilitates the development of team members and the achievement of targets and objectives        |
|   |  | 3.4 | Produce timely management reports that address workflow information requests  |
|   |  | 3.5 | Use feedback to prevent and resolve problems  |
|   |  | 3.6 | Evaluate the efficiency and effectiveness of administrative services  |
|   |  | 3.7 | Implement improvements to administrative services based on the results of evaluation                                  |
|   |  | 3.8 | Adhere to organisational policies and procedures, legal and ethical requirements in managing administrative workflows |

## Unit Y/506/1910

### Communicate in a business environment

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand business communication models, systems and processes</p>	<p>1.1 Analyse the communication needs of internal and external stakeholders</p> <p>1.2 Analyse the different communication models that support administration</p> <p>1.3 Evaluate the effectiveness of different communication systems</p> <p>1.4 Explain the factors that affect the choice of communication media</p> <p>1.5 Explain the importance of using correct grammar, sentence structure, punctuation, spelling and conventions in business communications</p> <p>1.6 Explain the factors to be taken into account in planning and structuring different communication media</p> <p>1.7 Explain ways of overcoming barriers to communication</p> <p>1.8 Explain the use of communications theories and body language</p> <p>1.9 Explain proof-reading techniques for business communications</p>
<p>2 Be able to communicate in writing in business</p>	<p>2.1 Identify the purpose and audience of the information to be communicated</p> <p>2.2 Select communication media that are appropriate to the audience and information to be communicated</p> <p>2.3 Present information in the format, layout and style that is appropriate to the information to be communicated</p> <p>2.4 Follow agreed business practices when communicating in writing</p>

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- |   |   |     |  |
|---|---|-----|--|
| 3 | Be able to communicate verbally in business | 2.5 | Adapt the style and content of a communication, appropriate to specific audiences                                  |
|   |   | 2.6 | Present written communications that are clear, expressed in correct grammar and reflect what is intended           |
|   |   | 2.7 | Meet agreed deadlines in communicating with others   |
|   |   | 3.1 | Identify the nature, purpose, audience and use of the information to be communicated                               |
|   |   | 3.2 | Use language that is correct and appropriate for the audience's needs  |
|   |   | 3.3 | Use appropriate body language and tone of voice to reinforce messages  |
|   |   | 3.4 | Identify the meaning and implications of information that is communicated verbally                                 |
|   |   | 3.5 | Confirm that a recipient has understood correctly what has been communicated                                       |
|   |   | 3.6 | Respond in a way that is appropriate to the situation and in accordance with organisational policies and standards |

## Unit F/506/1819

### Manage personal and professional development

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Be able to identify personal and professional development requirements	1.1 Compare sources of information on professional development trends and their validity 1.2 Identify trends and developments that influence the need for professional development 1.3 Evaluate their own current and future personal and professional development needs relating to the role, the team and the organisation
2 Be able to fulfil a personal and professional development plan	2.1 Evaluate the benefits of personal and professional development 2.2 Explain the basis on which types of development actions are selected 2.3 Identify current and future likely skills, knowledge and experience needs using skills gap analysis 2.4 Agree a personal and professional development plan that is consistent with business needs and personal objectives 2.5 Execute the plan within the agreed budget and timescale 2.6 Take advantage of development opportunities made available by professional networks or professional bodies
3 Be able to maintain the relevance of a personal and professional development plan	3.1 Explain how to set specific, measurable, achievable, realistic and time-bound (SMART) objectives 3.2 Obtain feedback on performance from a range of valid sources 3.3 Review progress toward personal and professional objectives

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.4 Amend the personal and professional development plan in the light of feedback received from others'

## Unit A/506/1950

### Contribute to the design and development of an information system

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand information system design requirements	1.1 Analyse the requirements, advantages and limitations of different ways of storing and managing information in an organisation
	1.2 Assess the ways in which information can be used by an organisation
	1.3 Evaluate the implications of data protection requirements for the design of an information system
2 Be able to contribute to the specification of an information system	2.1 Identify the users and stakeholders of an information system
	2.2 Identify the information that will be managed within a system
	2.3 Analyse the impact of budgetary constraints on the design of an information system
	2.4 Specify the functionality of a system that is capable of delivering agreed requirements
	2.5 Specify access and security restrictions and systems that meet the design specification of an information system
	2.6 Identify resources needed to implement and operate the system
	2.7 Adhere to organisational policies and procedures, legal and ethical requirements when contributing to the specification of an information system
3 Be able to recommend options for the development of an information system	3.1 Evaluate the advantages and limitations of proprietary and customised information systems
	3.2 Evaluate the advantages and limitations of designing a system in-house and commissioning a system from an external source

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.3 Identify the implications of testing information systems before finalising the specification
- 3.4 Justify recommendations for the development of an information system based on an analysis of cost-effectiveness and functionality

## Unit F/506/1951

### Manage information systems

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of information systems	1.1	Explain the uses of an information system
		1.2	Describe typical information system interfaces
		1.3	Analyse the implications of system updates and system developments to an organisation
		1.4	Analyse the use of stakeholders' feedback on the effectiveness of an information system
		1.5	Evaluate the implications of data protection requirements for the management and use of an information system
2	Be able to set up information system processes	2.1	Develop standard operating procedures for administrative processes that meet organisational and legal requirements
		2.2	Implement management processes that are capable of identifying and resolving problems
		2.3	Analyse users' training needs for an information system
3	Be able to manage an information system	3.1	Monitor the quality of information against agreed key performance indicators (KPIs)
		3.2	Update information systems in line with business and users' needs
		3.3	Provide training and support in the use of information systems to users and stakeholders
		3.4	Manage problems in the information system in a way that minimises disruption to business
		3.5	Evaluate the effectiveness of an information system
		3.6	Make recommendations for improvements that will enhance the efficiency of an information system

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.7 Adhere to organisational policies and procedures, legal and ethical requirements in the management of an information system

## Unit H/506/1957

### Prepare specifications for contracts

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles supporting the preparation of specifications for contracts	1.1 Explain the scope of contract specifications 1.2 Explain the roles and interests of those who should be involved in a tender process 1.3 Analyse the legal implications of a range of types of contracts and agreements 1.4 Explain the requirements of confidentiality and data protection 1.5 Evaluate the risks associated with procurement and tendering processes 1.6 Explain the basis for the design of a tender evaluation process
2 Be able to prepare specifications for contracts	2.1 Confirm the requirements for the contract specification 2.2 Draft contract specifications that meet the requirements including post-contractual requirements 2.3 Specify the parameters of the contract in line with the requirements 2.4 Provide sufficient information to enable potential suppliers to develop proposals that are capable of meeting the specification 2.5 Define objective selection criteria to evaluate tender proposals 2.6 Establish a selection process that meets organisational requirements 2.7 Adhere to organisational policies and procedures, legal and ethical requirements when preparing specifications for contracts

## Unit M/506/1959

### Manage events

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of an event	1.1	Explain how organisational objectives will be met by an event
		1.2	Explain the flexibilities and constraints of an event's budget
		1.3	Evaluate the use of project management techniques in event management
		1.4	Analyse how models of contingency and crisis management can be applied to event management
		1.5	Analyse the use of customer relationship management (CRM) systems to attract attendees
		1.6	Evaluate the application of the principles of logistics to event management
		1.7	Describe the insurance requirements of an event
2	Be able to manage the planning of an event	2.1	Identify the purpose of an event and the key messages to be communicated
		2.2	Identify target attendees for an event
		2.3	Assess the impact of an event on an organisation and its stakeholders
		2.4	Establish requirements for resources, location, technical facilities, layout, health and safety
		2.5	Identify how event-related risks and contingencies will be managed
		2.6	Develop an event plan that specifies objectives, success and evaluation criteria
		2.7	Make formal agreements for what will be provided, by whom and when

<b>Learning Outcome - The learner will:</b>		<b>Assessment Criterion - The learner can:</b>	
		2.8	Determine methods of entry, security, access and pricing
3	Be able to manage an event	3.1	Manage the allocation of resources in accordance with the event management plan
		3.2	Respond to changing circumstances in accordance with contingency plans
		3.3	Deliver agreed outputs within the timescale
		3.4	Manage interdependencies, risks and problems in accordance with the event management plan
		3.5	Comply with the venue, insurance and technical requirements
		3.6	Apply the principles and good practice of customer care when managing an event
		3.7	Adhere to organisational policies and procedures, legal and ethical requirements when managing an event
4	Be able to follow up an event	4.1	Ensure that all post-event leads or actions are followed up
		4.2	Optimise opportunities to take actions that are likely to further business objectives
		4.3	Evaluate the effectiveness of an event against agreed criteria

## Unit R/506/1954

### Support environmental sustainability in a business environment

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles supporting environmental sustainability in a business environment	1.1 Describe current legislation in relation to environmental sustainability in a business environment
	1.2 Explain government incentives that support environmental sustainability in a business environment
	1.3 Analyse the relationship between environmental sustainability and corporate social responsibility
	1.4 Explain the health and safety considerations for environmental sustainability and waste management
	1.5 Explain techniques to evaluate the impact of an organisation's environmental and sustainability policies and procedures
2 Be able to implement best practice in environmental sustainability in a business environment	2.1 Identify the environmental standards that are relevant to an organisation
	2.2 Evaluate the impact of an organisation's business on its environment
	2.3 Promote a culture of efficient consumption of energy in line with an organisation's energy management policies
	2.4 Establish procedures to minimise waste and maximise the recycling of materials
	2.5 Establish procedures to meet hazardous waste regulations
	2.6 Adhere to organisational policies and procedures, legal and ethical requirements when implementing best practice in a business environment

## Unit D/506/1911

### Contribute to the improvement of business performance

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles of resolving business problems	1.1 Explain the use of different problem-solving techniques 1.2 Explain the organisational and legal constraints relating to problem-solving 1.3 Describe the role of stakeholders in problem-solving 1.4 Describe the steps in the business decision-making process 1.5 Analyse the implications of adopting recommendations and implementing decisions to solve business problems
2 Understand improvement techniques and processes	2.1 Describe the purpose and benefits of continuous improvement 2.2 Analyse the features, use and constraints of different continuous improvement techniques and models 2.3 Explain how to carry out a cost-benefit analysis 2.4 Explain the importance of feedback from customers and other stakeholders in continuous improvement
3 Be able to solve problems in business	3.1 Identify the nature, likely cause and implications of a problem 3.2 Evaluate the scope and scale of a problem 3.3 Analyse the possible courses of action that can be taken in response to a problem 3.4 Use evidence to justify the approach to problem-solving 3.5 Develop a plan and success criteria that are appropriate to the nature and scale of a problem

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- |   |     |  |
|---|-----|--|
|   | 3.6 | Obtain approval to implement a solution to a problem   |
|   | 3.7 | Take action to resolve or mitigate a problem   |
|   | 3.8 | Evaluate the degree of success and scale of the implications of a solved problem                         |
| 4 |     | Be able to contribute to the improvement of activities   |
|   | 4.1 | Identify the nature, scope and scale of possible contributions to continuous improvement activities      |
|   | 4.2 | Measure changes achieved against existing baseline data  |
|   | 4.3 | Calculate performance measures relating to cost, quality and delivery                                    |
|   | 4.4 | Justify the case for adopting improvements identified with evidence                                      |
|   | 4.5 | Develop standard operating procedures and resource plans that are capable of implementing agreed changes |

## Unit F/506/1917

### Monitor information systems

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how information systems are used	1.1	Explain how the intended use of reports affects the choice of format and language
		1.2	Explain how the audience of reports affects the choice of format and language
		1.3	Explain the features of different problem-solving techniques related to information systems
		1.4	Evaluate the suitability of possible problem-solving actions related to information systems
		1.5	Explain techniques to validate the reliability of information
		1.6	Analyse the suitability of different evaluation techniques related to information systems
		1.7	Assess the potential consequences of breaches of confidentiality
		1.8	Evaluate the potential consequences of publishing reports containing inaccurate or unsubstantiated information
2	Be able to monitor information systems	2.1	Develop a plan to monitor information systems that specifies objectives, scope, timescale, resource implications, the techniques to be used and reporting requirements
		2.2	Carry out monitoring activities in accordance with the plan
		2.3	Provide training and support to system users that is appropriate to their needs
		2.4	Identify the cause of problems with an information system
		2.5	Suggest solutions to problems with an information system
		2.6	Recommend adaptations to the system in response to identified problems or developments

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 2.7 Adhere to organisational policies and procedures, and legal and ethical requirements when monitoring information systems

## Unit H/506/1912

### Negotiate in a business environment

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning negotiation	1.1 Describe the requirements of a negotiation strategy 1.2 Explain the use of different negotiation techniques 1.3 Explain how research on the other party can be used in negotiations 1.4 Explain how cultural differences might affect negotiations
2 Be able to prepare for business negotiations	2.1 Identify the purpose, scope and objectives of the negotiation 2.2 Explain the scope of their own authority for negotiating 2.3 Prepare a negotiating strategy 2.4 Prepare fall-back stances and compromises that align with the negotiating strategy and priorities 2.5 Assess the likely objectives and negotiation stances of the other party 2.6 Research the strengths and weaknesses of the other party
3 Be able to carry out business negotiations	3.1 Carry out negotiations within responsibility limits in a way that optimises opportunities 3.2 Adapt the conduct of the negotiation in accordance with changing circumstances 3.3 Maintain accurate records of negotiations, outcomes and agreements made 3.4 Adhere to organisational policies and procedures, and legal and ethical requirements when carrying out business negotiations

## Unit J/506/1918

### Evaluate the provision of business travel or accommodation

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the provision of business travel or accommodation arrangements	1.1 Explain the factors to be taken into account in setting evaluation criteria for the provision of business travel or accommodation
	1.2 Explain different travel or accommodation-related needs and services
	1.3 Explain different arrangements that could be made for the provision of business travel or accommodation
	1.4 Explain the scope of legal and organisational security and confidentiality requirements relating to business travel or accommodation
2 Be able to evaluate the quality of organisational business travel or accommodation arrangements	2.1 Assess the performance of providers of travel or accommodation against agreed criteria
	2.2 Identify instances of exceptional and inadequate performance
	2.3 Evaluate the benefits and limitations of existing arrangements for organising business travel or accommodation and their implications
	2.4 Identify alternative potential providers and ways of providing travel or accommodation
3 Be able to recommend improvements to organisational business travel or accommodation arrangements	3.1 Produce costed plans that set out different options, their benefits, limitations and implications
	3.2 Shortlist alternative potential providers of business travel or accommodation against agreed criteria
	3.3 Adhere to organisational policies and procedures, and legal and ethical requirements when recommending improvements to arrangements for business travel or accommodation

## Unit K/506/1913

### Develop a presentation

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to develop a presentation	1.1	Explain best practice in developing presentations
		1.2	Explain who needs to be consulted on the development of a presentation
		1.3	Explain the factors to be taken into account in developing a presentation
		1.4	Analyse the advantages and limitations of different communication media
2	Be able to develop a presentation	2.1	Identify the purpose, content, style, timing and audience for a presentation
		2.2	Select a communication media that is appropriate to the nature of a presentation, message and audience
		2.3	Tailor a presentation to fit the timescale and audience's needs
		2.4	Prepare a presentation that is logically structured, summarises the content and addresses the brief
		2.5	Take action to ensure that a presentation adheres to organisational guidelines and policies
		2.6	Develop materials that support the content of a presentation

## Unit K/506/1944

### Manage an office facility

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of an office facility	1.1	Explain the requirements of establishing and implementing office management procedures
		1.2	Explain how to manage the effectiveness of work and systems
		1.3	Explain how to manage any constraints attached to office facilities and related budgets
		1.4	Explain the factors to be taken into account in the design of office systems, procedures and guidance documents
		1.5	Explain how to create an environment that is conducive to productive work
2	Be able to manage and maintain an office facility	2.1	Maintain equipment and consumables to agreed levels
		2.2	Establish systems to evaluate the effectiveness of office systems and procedures
		2.3	Review the effectiveness of office systems and procedures to meet users' needs, adapting them to meet changing demands
		2.4	Manage the maintenance of office equipment to meet users' needs and expectations
		2.5	Manage effective relationships with suppliers
		2.6	Take action to ensure that administrative services are provided to agreed standards

## Unit M/506/1914

### Deliver a presentation

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand the principles underpinning the delivery of presentations</p>	<p>1.1 Analyse the advantages and limitations of different methods of, and media for, making presentations</p> <p>1.2 Explain how the type and size of the audience affects the delivery of a presentation</p> <p>1.3 Explain the factors to be taken into account in developing contingency plans when delivering presentations</p> <p>1.4 Explain voice projection and timing techniques when delivering presentations</p> <p>1.5 Explain the factors to be taken into account in responding to questions from an audience</p> <p>1.6 Explain different methods for evaluating the effectiveness of a presentation</p>
<p>2 Be able to prepare to deliver a presentation</p>	<p>2.1 Confirm the layout of the venue and correct functioning of equipment and resources prior to making a presentation</p> <p>2.2 Develop contingency plans for potential equipment and resource failure</p> <p>2.3 Take action to ensure that the presentation fits the time slot available</p>
<p>3 Be able to deliver a presentation</p>	<p>3.1 Speak clearly and confidently, using language that is appropriate for the topic and the audience</p> <p>3.2 Vary their voice tone, pace and volume appropriately when delivering a presentation</p> <p>3.3 Use body language in a way that reinforces messages</p> <p>3.4 Use equipment and resources effectively when delivering a presentation</p>

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.5 Deliver a presentation within the agreed timeframe
- 3.6 Respond to questions in a way that meets the audience's needs
- 3.7 Evaluate the effectiveness of a presentation

## Unit M/506/1945

### Analyse and present business data

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the analysis and presentation of business data	1.1 Explain the uses and limitations of primary and secondary data
	1.2 Explain the uses and limitations of quantitative and qualitative data
	1.3 Evaluate the issues relating to the validity and reliability of data and its analysis
	1.4 Explain the use of IT tools to carry out research
	1.5 Assess the risks attached to making judgments based on limited or unrepresentative samples
	1.6 Assess the risks attached to generalizing research findings
	1.7 Explain different formats and techniques for the presentation of the analysis
2 Be able to analyse quantitative and qualitative business data	2.1 Agree the parameters of the analysis
	2.2 Clarify any ethical requirements of the analysis
	2.3 Organise the data in a way that will facilitate its analysis
	2.4 Select valid and reliable data analysis methods and techniques that are appropriate to the data and analysis objectives
	2.5 Apply analytical techniques that are appropriate to the purpose of the research and the nature of the data
	2.6 Confirm the accuracy of data analysis and make necessary adjustments
	2.7 Draw conclusions that are valid and supported by evidence

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- |   |  |     |   |
|---|--|-----|---|
| 3 | Be able to present the analysis of business data | 3.1 | Present data in the agreed reporting format and house style |
|   |  | 3.2 | Acknowledge the limitations of the analysis                 |
|   |  | 3.3 | Reference data sources                                      |

## Unit T/506/1915

### Create bespoke business documents

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to create bespoke business documents	1.1	Explain the use of bespoke business documents
		1.2	Describe the factors to be taken into account in selecting the appropriate method of presenting a business document
		1.3	Describe the use of technology to create bespoke business documents
		1.4	Explain the purpose and requirements of corporate identity in bespoke business documents
		1.5	Analyse different design techniques used to create attractive bespoke business documents
		1.6	Explain the factors to be taken into account in evaluating the impact of bespoke business documents
2	Be able to design bespoke business documents	2.1	Confirm the purpose, nature, content, style, quality standards, audience and deadline of the document
		2.2	Identify the optimum method of presenting the document
		2.3	Create design options that meet the specification
		2.4	Take into account feedback from stakeholders
3	Be able to create bespoke business documents	3.1	Include content that meets the brief, is accurate and grammatically correct
		3.2	Use design techniques to create documents that meet the specification
		3.3	Integrate non-text items into the agreed layout
		3.4	Present documents within the agreed timescale

## Unit A/506/1995 Manage a budget

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand how to identify financial requirements</p>	<p>1.1 Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives</p> <p>1.2 Analyse the components of a business case to meet organisational requirements</p> <p>1.3 Analyse the factors to be taken into account to secure the support of stakeholders</p> <p>1.4 Describe the business planning and budget-setting cycle</p>
<p>2 Understand how to set budgets</p>	<p>2.1 Explain the purposes of budget-setting</p> <p>2.2 Analyse the information needed to enable realistic budgets to be set</p> <p>2.3 Explain how to address contingencies</p> <p>2.4 Explain organisational policies and procedures on budget-setting</p>
<p>3 Be able to manage a budget</p>	<p>3.1 Use the budget to control performance and expenditure</p> <p>3.2 Identify the cause of variations from budget</p> <p>3.3 Explain the actions to be taken to address variations from budget</p> <p>3.4 Propose realistic revisions to budget, supporting recommendations with evidence</p> <p>3.5 Provide budget-related reports and information within agreed timescales</p> <p>3.6 Explain the actions to be taken in the event of suspected instances of fraud or malpractice</p>

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- |   |   |     |  |
|---|---|-----|--|
| 4 | Be able to evaluate the use of a budget | 4.1 | Identify successes and areas for improvement in budget management    |
|   |   | 4.2 | Make recommendations to improve future budget setting and management |

## Unit A/506/2032

### Manage knowledge in an organisation

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand the principles of knowledge management</p>	<p>1.1 Explain the concept, scope and importance of knowledge management</p> <p>1.2 Explain the concept of intellectual property</p> <p>1.3 Identify the business drivers that lead to effective knowledge management</p> <p>1.4 Explain the risks associated with knowledge management and their potential implications</p> <p>1.5 Explain the importance of engaging others and communicating knowledge management issues and activities</p> <p>1.6 Explain best practice principles and techniques for effective knowledge management</p> <p>1.7 Describe strategies to manage tacit and explicit knowledge</p>
<p>2 Be able to identify knowledge to be managed within an organisation</p>	<p>2.1 Identify the criteria against which knowledge will be managed</p> <p>2.2 Engage colleagues in identifying the knowledge to be managed</p>
<p>3 Be able to manage knowledge within an organisation</p>	<p>3.1 Implement actions in accordance with the knowledge management plan</p> <p>3.2 Adhere to security processes for the collection, storage and retrieval of knowledge</p> <p>3.3 Evaluate the extent to which current knowledge management systems and processes are fit for purpose</p> <p>3.4 Recommend improvements to processes and systems to manage knowledge</p>

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.5 Assess the likely impact and implications of the loss of knowledge

## Unit F/506/1982

### Develop working relationships with stakeholders

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand working relationships with stakeholders</p>	<p>1.1 Analyse stakeholder mapping techniques</p> <p>1.2 Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders</p> <p>1.3 Explain how expectation management and conflict resolution techniques are applied to stakeholder management</p> <p>1.4 Analyse the advantages and limitations of different types of stakeholder consultation</p> <p>1.5 Evaluate the risks and potential consequences of inadequate stakeholder consultation</p>
<p>2 Be able to determine the scope for collaboration with stakeholders</p>	<p>2.1 Identify the stakeholders with whom relationships should be developed</p> <p>2.2 Explain the roles, responsibilities, interests and concerns of stakeholders</p> <p>2.3 Evaluate business areas that would benefit from collaboration with stakeholders</p> <p>2.4 Evaluate the scope for and limitations of collaborating with different types of stakeholder</p>
<p>3 Be able to develop productive working relationships with stakeholders</p>	<p>3.1 Create a climate of mutual trust and respect by behaving openly and honestly</p> <p>3.2 Take account of the advice provided by stakeholders</p> <p>3.3 Minimise the potential for friction and conflict amongst stakeholders</p>
<p>4 Be able to evaluate relationships with stakeholders</p>	<p>4.1 Monitor relationships and developments with stakeholders</p>

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 4.2 Address changes that may have an effect on stakeholder relationships
- 4.3 Recommend improvements based on analyses of the effectiveness of stakeholder relationships

## Unit H/506/2042

### Recruitment, selection and induction practice

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand the principles and theories underpinning recruitment, selection and induction practice</p>	<p>1.1 Explain workforce planning techniques</p> <p>1.2 Describe the information needed to identify recruitment requirements</p> <p>1.3 Assess the impact of an organisation's structure and culture on its recruitment and selection policies and practices</p> <p>1.4 Analyse the factors involved in establishing recruitment and selection criteria</p> <p>1.5 Evaluate the suitability of different recruitment and selection methods for different roles</p> <p>1.6 Analyse patterns of employment that affect the recruitment of staff</p> <p>1.7 Explain the factors to be taken into account when developing job specifications, personal specifications and job advertisements</p> <p>1.8 Explain the induction process</p> <p>1.9 Explain the relationship between human resource processes and the induction processes</p>
<p>2 Be able to recruit people into an organisation</p>	<p>2.1 Determine current staffing needs</p> <p>2.2 Identify current skills needs from identified staffing needs</p> <p>2.3 Identify future workforce needs</p> <p>2.4 Develop a resourcing plan that addresses identified needs within budgetary limitations</p> <p>2.5 Evaluate the cost-effectiveness of different methods of recruitment for an identified role</p>

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
3 Be able to select appropriate people for the role	2.6 Explain how recruitment policies and practices meet legal and ethical requirements
	2.7 Select the most appropriate method of recruitment for identified roles
	3.1 Plan assessment processes that are valid and reliable
	3.2 Provide those involved in the selection process with sufficient information to enable them to make informed decisions
	3.3 Justify assessment decisions with evidence
	3.4 Inform applicants of the outcome of the process in line with organisational procedures
4 Be able to induct people into an organisation	3.5 Evaluate the effectiveness of the selection process
	3.6 Adhere to organisational policies and procedures, legal and ethical requirements when carrying out selection assessments
	4.1 Develop induction materials that meet operational and new starters' needs
	4.2 Explain to new starters organisational policies, procedures and structures to new starters
	4.3 Explain to new starters their role and responsibilities
	4.4 Explain to new starters their entitlements and where to go for help
4 Be able to induct people into an organisation	4.5 Assess new starters' training needs
	4.6 Confirm that training is available that meets operational and new starters' needs

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 4.7 Provide support that meets new starters' needs throughout the induction period

## Unit J/506/1949

### Develop and maintain professional networks

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of effective networking	1.1	Describe the interpersonal skills needed for effective networking
		1.2	Explain the basis on which to choose networks to be developed
		1.3	Evaluate the role of shared agendas and conflict management in relationship-building
		1.4	Evaluate the role of the internet in business networking
		1.5	Assess the importance of following up leads and actions
		1.6	Analyse ethical issues relating to networking activities
2	Be able to identify professional networks for development	2.1	Identify potential networks for professional development from an analysis of their benefits compared with individual needs and aspirations
		2.2	Shortlist networks for development against defined criteria
		2.3	Assess the benefits and limitations of joining and maintaining selected network(s)
3	Be able to maintain professional networks	3.1	Identify the potential for mutual benefit with network members
		3.2	Promote their own skills, knowledge and competence to network members
		3.3	Provide information, services or support to network members where the potential for mutual benefit has been identified
		3.4	Establish the boundaries of confidentiality
		3.5	Agree guidelines for the exchange of information and resources

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.6 Take action to ensure that participation in networks reflects current and defined future aspirations and needs
- 3.7 Make introductions to people with common or complementary interest to and within networks

## Unit K/506/1989

### Manage physical resources

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Be able to identify the need for physical resources	1.1	Identify resource requirements from analyses of organisational needs
		1.2	Evaluate alternative options for obtaining physical resources
		1.3	Evaluate the impact on the organisation of introducing physical resources
		1.4	Identify the optimum option that meets operational requirements for physical resources
2	Be able to obtain physical resources	2.1	Develop a business case for physical resources that is supported by evidence, cost estimates, contingency arrangements and an analysis of likely benefits
		2.2	Obtain authorisation and financial commitment for the required expenditure
		2.3	Negotiate best value from contracts in accordance with organisational standards and procedures
		2.4	Adhere to organisational policies and procedures, legal and ethical requirements when obtaining physical resources
		2.5	Check that the physical resources received match those ordered
3	Be able to manage the use of physical resources	3.1	Take action to ensure physical resources are used in accordance with manufacturers' instructions
		3.2	Evaluate the efficiency of physical resources against agreed criteria
		3.3	Recommend improvements to the use of physical resources and associated working practices
		3.4	Analyse the benefits of effective equipment in the conservation of energy and the environment

## Unit K/506/1992

### Prepare for and support quality audits

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the management of quality	1.1	Analyse the principles of quality management
		1.2	Analyse the purpose and requirements of a range of quality standards
		1.3	Analyse the advantages and limitations of a range of quality techniques
		1.4	Assess how the management of quality contributes to the achievement of organisational objectives
2	Be able to prepare for quality audits	2.1	Establish the quality requirements applicable to the work being audited
		2.2	Confirm that documentation is complete
		2.3	Confirm that any previously agreed actions have been implemented
		2.4	Make available information requested in advance by auditors
3	Be able to support quality audits	3.1	Provide access to information on request within scope of the audit
		3.2	Agree actions and timescales with auditors that will remedy non-conformance or non-compliance
		3.3	Identify instances where business processes, quality standards and/or procedures could be improved
		3.4	Develop a quality improvement plan that addresses the issues raised

## Unit L/506/2004

### Manage business risk

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of business risk	1.1	Explain what is meant by business risk
		1.2	Analyse business risk identification theories and models
		1.3	Explain measures and techniques to mitigate business risk
		1.4	Explain their own level of authority in managing risk
2	Be able to address business risk	2.1	Monitor work in line with organisational risk procedures
		2.2	Identify potential risks using agreed risk criteria
		2.3	Assess identified risks, their potential consequences and the probability of them happening
		2.4	Communicate to stakeholders the likelihood of the risk occurring and its potential consequences
		2.5	Explain organisational business risk management policies
3	Be able to mitigate business risk	3.1	Develop risk management plans and processes that are proportionate to the risk and the available resources
		3.2	Implement risk management plans in accordance with organisational requirements
		3.3	Monitor on-going risk-related developments and amend plans in the light of changing circumstances
		3.4	Keep stakeholders informed of any developments and their possible consequences
		3.5	Evaluate the effectiveness of actions taken, identifying possible future improvements

## Unit M/506/1962

### Encourage learning and development

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of learning and development	1.1	Assess the role of continuous professional development (CPD) in identifying and meeting individuals' learning and development for current and future business needs
		1.2	Analyse the advantages and limitations of different learning and development methods
		1.3	Explain how to identify individuals' learning and development needs
		1.4	Evaluate the role of self-reflection in learning and development
2	Be able to support individuals' learning and development	2.1	Promote the benefits of learning to people in own area of responsibility
		2.2	Support individuals in identifying their current and likely future learning and development needs from a range of information sources
		2.3	Agree with individuals the learning activities to be undertaken, ensuring they are within agreed budgets and consistent with business needs
		2.4	Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in a personal development plan
		2.5	Create an environment that encourages and promotes learning and development
		2.6	Provide opportunities for individuals to apply their developing competence in the workplace
3	Be able to evaluate individuals' learning and development	3.1	Analyse information from a range of sources on individuals' performance and development
		3.2	Evaluate the effectiveness of different learning and development methods

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.3 Agree revisions to personal development plans in the light of feedback

## Unit R/506/1999 Manage a project

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of a project	1.1	Explain how to carry out a cost-benefit analysis for a project
		1.2	Evaluate the use of risk analysis techniques
		1.3	Evaluate project planning and management tools and techniques
		1.4	Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources
		1.5	Analyse the requirements of project governance arrangements
2	Be able to plan a project	2.1	Analyse how a project fits with an organisation's overall vision, objectives, plans and programmes of work
		2.2	Agree the objectives and scope of proposed projects with stakeholders
		2.3	Assess the interdependencies and potential risks within a project
		2.4	Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives, key performance indicators (KPIs) and evaluations mechanisms appropriate to the plan
		2.5	Develop proportionate and targeted plans to manage identified risks and contingencies
		2.6	Apply project lifecycle approaches to the progress of a project
3	Be able to manage a project	3.1	Allocate resources in accordance with the project plan
		3.2	Brief project team members on their roles and responsibilities
		3.3	Implement plans within agreed budgets and timescales

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

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|---|-----|---|
|   | 3.4 | Communicate the requirements of the plans to those who will be affected   |
|   | 3.5 | Revise plans in the light of changing circumstances in accordance with project objectives and identified risks    |
|   | 3.6 | Keep stakeholders up to date with developments and problems   |
|   | 3.7 | Complete close-out actions in accordance with project plans   |
|   | 3.8 | Adhere to organisational policies and procedures, legal and ethical requirements when managing a project          |
| 4 |     | Be able to evaluate the effectiveness of a project  |
|   | 4.1 | Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources |
|   | 4.2 | Evaluate the effectiveness of capturing and managing project-related knowledge                                    |
|   | 4.3 | Report on the effectiveness of plans  |

## Unit T/506/1980

### Initiate and implement operational change

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the implementation of operational change	1.1	Explain sources of information indicating the need for change
		1.2	Analyse the advantages and limitations of different project and change management techniques
		1.3	Analyse the characteristics, strengths and weaknesses of evaluation techniques used in change management
2	Be able to plan for operational change	2.1	Develop an operational plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources
		2.2	Take action to ensure that colleagues are briefed on their roles, responsibilities and change objectives
		2.3	Provide colleagues with the support needed to implement operational change
3	Be able to manage operational change	3.1	Implement the change plan within the agreed timescale using available resources
		3.2	Assess the significance of deviations from the change plan
		3.3	Address interdependency issues and tensions that affect the achievement of change objectives
		3.4	Assess the value and risks of unintended outcomes from operational change
		3.5	Inform stakeholders of any unforeseen obstacles or problems and the actions that have been taken
4	Be able to evaluate the effectiveness of operational change	4.1	Evaluate the effectiveness of operational change
		4.2	Identify areas for improvement, justifying conclusions and recommendations with evidence

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 4.3 Communicate to stakeholders the lessons learned from the change

## Unit T/506/1994

### Conduct quality audits

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the management of quality	1.1	Analyse the principles of quality management
		1.2	Analyse the purpose and requirements of a range of quality standards
		1.3	Analyse the advantages and limitations of a range of quality techniques
		1.4	Assess how the management of quality contributes to the achievement of organisational objectives
2	Be able to prepare to carry out quality audits	2.1	Establish the quality requirements applicable to the work being audited
		2.2	Develop a plan for a quality audit
		2.3	Prepare the documentation needed to undertake a quality audit
		2.4	Specify data requirements to those who will support the audit
3	Be able to conduct quality audits	3.1	Confirm that any previously agreed actions have been implemented
		3.2	Analyse information against agreed quality criteria
		3.3	Identify instances where business processes, quality standards and/or procedures could be improved
		3.4	Agree actions and timescales that will remedy non-conformance or non-compliance

## Unit Y/506/1955

### Develop and implement an operational plan

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles of operational planning	1.1 Evaluate the use of risk analysis techniques in operational planning 1.2 Explain the components of an operational plan 1.3 Analyse the relationship between strategic and operational plans 1.4 Evaluate the use of planning tools and techniques in the operational planning process 1.5 Explain how to carry out a cost-benefit analysis
2 Be able to develop an operational plan	2.1 Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs) 2.2 Identify evaluation mechanisms appropriate to the plan 2.3 Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures 2.4 Develop proportionate and targeted plans to manage identified risks 2.5 Take action to ensure that plans complement and maximise synergy with other business areas 2.6 Adhere to organisational policies and procedures, legal and ethical requirements
3 Be able to implement an operational plan	3.1 Implement plans within agreed budgets and timescales 3.2 Communicate the requirements of the plans to those who will be affected

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- |   |  |     |  |
|---|--|-----|--|
|   |  | 3.3 | Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks   |
| 4 | Be able to evaluate the effectiveness of an operational plan | 4.1 | Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources |
|   |  | 4.2 | Report on the effectiveness of operational plans in the appropriate format   |

## Unit D/506/2055

### Design business processes

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand techniques and tools that support the design of business processes	1.1 Analyse the principles of business change and business process re-engineering 1.2 Evaluate the concept and application of workflow patterns and usability testing 1.3 Evaluate a range of modelling tools 1.4 Analyse the factors to be taken into account when evaluating the effectiveness of business processes
2 Be able to develop business processes	2.1 Evaluate the scope for business process improvement and constraints 2.2 Generate ideas that meet defined business needs 2.3 Test a proposed process through a modelling exercise 2.4 Evaluate the feasibility and viability of a proposed process against agreed criteria 2.5 Establish the degree of overlap between a proposed process and existing processes and systems 2.6 Resolve tensions between existing and proposed systems and processes 2.7 Adhere to organisational policies and procedures, legal and ethical requirements when developing business processes
3 Be able to evaluate the effectiveness of business processes	3.1 Analyse valid information using techniques that are appropriate to the process being evaluated 3.2 Assess the cost and benefit of a business process to the organisation

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.3 Justify recommendations for the rejection, adoption or enhancements to processes with evidence

## Unit F/506/2064

### Optimise the use of technology

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning the optimisation of technology	1.1 Explain how to keep up-to-date with technological developments 1.2 Analyse the requirements of organisational procurement processes 1.3 Evaluate the implications of technology for business continuity and crisis management plans 1.4 Evaluate the legal implications of changes to the use of technology 1.5 Analyse the requirements of a technology strategy
2 Be able to scope the use of technology	2.1 Establish evaluation criteria for the use of technology including extent of use, value, efficiency and quality 2.2 Evaluate the current use of technology against agreed criteria 2.3 Identify the scope for improvement including training, adaptations to existing systems and the implementation of new systems 2.4 Identify the strategic implications of changes to the use of technology 2.5 Assess the risks, limitations and benefits of changes to the use of technology
3 Be able to optimise the use of technological solutions	3.1 Specify technological requirements and priorities including the input of others in accordance with organisational technology strategy 3.2 Take action to ensure the compatibility of technological plans and systems with other systems, processes and plans 3.3 Recommend technological solutions that meet the specified objectives

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

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|---|---|-----|---|
| 4 | Be able to manage the use of technology | 4.1 | Develop procedures that address all aspects of the technology and their implications                |
|   |   | 4.2 | Take action to ensure that everyone using the technology is adequately trained and equipped         |
|   |   | 4.3 | Promote the benefits of technology  |
|   |   | 4.4 | Use monitoring techniques that are appropriate to the nature of the work carried out and the system |
|   |   | 4.5 | Take prompt corrective action in the event of problems arising                                      |

## Unit J/506/2048

### Establish business risk management processes

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand business risk management models and techniques	1.1 Analyse standards relating to the management of business risk
	1.2 Analyse the factors influencing different types of risk
	1.3 Evaluate the relationship between risk management, business continuity and crisis management
	1.4 Evaluate a range of scenario planning and crisis management models
	1.5 Analyse methods of calculating risk probability
	1.6 Analyse the effectiveness of a range of risk monitoring techniques
	1.7 Analyse the significance of risk governance structures and ownership
2 Be able to develop business risk management processes	2.1 Review periodically the effectiveness of risk management strategy, policy and criteria
	2.2 Take action to ensure that risk profiles remain current and relevant
	2.3 Develop viable and affordable risk management processes that are consistent with business needs and the degree of potential impact of the risk
	2.4 Develop contingency and business disruption processes that are commensurate with the degree of risk to business as usual and organisational reputation
	2.5 Take action to ensure that risk management processes are integrated into operational plans and activities

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- |   |   |     |   |
|---|---|-----|---|
| 3 | Be able to evaluate the effectiveness of business risk management processes | 3.1 | Appraise the suitability of a range of risk evaluation techniques to business risk management |
|   |   | 3.2 | Evaluate risk using valid quantitative and qualitative information                            |
|   |   | 3.3 | Identify areas for improvement in identifying and managing risk                               |
|   |   | 3.4 | Encourage a culture that accepts and manages risk   |

## Unit R/506/2053

### Promote equality of opportunity, diversity and inclusion

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning equality, diversity and inclusion in the workforce	1.1 Analyse the development of equality, diversity and inclusion policies and practices in the workforce 1.2 Evaluate the application of approaches to equal opportunities 1.3 Evaluate the impact of equality, diversity and inclusion policy on workforce performance 1.4 Evaluate methods of managing ethical conflicts 1.5 Evaluate the business benefits of effective equality, diversity and inclusion policies and practices 1.6 Evaluate the impact of equality, diversity and inclusion on organisational practices 1.7 Evaluate the requirements of legislation, regulation and codes of practice affecting equality, diversity and inclusion in the workforce
2 Be able to evaluate organisational strategies, policies and practices which address equality, diversity and inclusion requirements	2.1 Identify the extent to which equality, diversity and inclusion strategies, policies and practices are fit for purpose 2.2 Identify strengths and weaknesses by benchmarking organisational equality, diversity and inclusion policies and practices internally and externally 2.3 Identify a range of areas for improvement in human resource practices, organisational systems, procedures and/or processes 2.4 Appraise the basis for setting criteria to evaluate the effectiveness of equality, diversity and inclusion strategies, policies and practices

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>3 Be able to promote equality, diversity and inclusion policies and practices</p>	<p>3.1 Devise a communications strategy and plan that covers everyone within their area of responsibility</p> <p>3.2 Use communication media that are appropriate to the nature and structure of the organisation when promoting equality, diversity and inclusion</p> <p>3.3 Take action to ensure that equality, diversity and inclusion policies and practices are embedded in business practices</p> <p>3.4 Promote a culture where actual and potential discrimination is challenged</p> <p>3.5 Take action to ensure that organisational procedures, culture and values reinforce good practices and encourage people to challenge discrimination</p>

## Unit A/506/1821

### Manage team performance

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of team performance	1.1	Explain the use of benchmarks in managing performance
		1.2	Explain a range of quality management techniques to manage team performance
		1.3	Describe constraints on the ability to amend priorities and plans
2	Be able to allocate and assure the quality of work	2.1	Identify the strengths, competences and expertise of team members
		2.2	Allocate work on the basis of the strengths, competences and expertise of team members
		2.3	Identify areas for improvement in team members' performance outputs and standards
		2.4	Amend priorities and plans to take account of changing circumstances
		2.5	Recommend changes to systems and processes to improve the quality of work
3	Be able to manage communications within a team	3.1	Explain to team members the lines of communication and authority levels
		3.2	Communicate individual and team objectives, responsibilities and priorities
		3.3	Use communication methods that are appropriate to the topics, audience and timescales
		3.4	Provide support to team members when they need it
		3.5	Agree with team members a process for providing feedback on work progress and any issues arising
		3.6	Review the effectiveness of team communications and make improvements

## Unit J/506/1921

### Manage individuals' performance

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand the management of underperformance in the workplace</p>	<p>1.1 Explain typical organisational policies and procedures on discipline, grievance and dealing with underperformance</p> <p>1.2 Explain how to identify causes of underperformance</p> <p>1.3 Explain the purpose of making individuals aware of their underperformance clearly but sensitively</p> <p>1.4 Explain how to address issues that hamper individuals' performance</p> <p>1.5 Explain how to agree a course of action to address underperformance</p>
<p>2 Be able to manage individuals' performance in the workplace</p>	<p>2.1 Agree with team members specific, measurable, achievable, realistic and time-bound (SMART) objectives that align to organisational objectives</p> <p>2.2 Delegate responsibility to individuals on the basis of their expertise, competence, skills, knowledge, and development needs</p> <p>2.3 Apply motivation techniques to maintain morale</p> <p>2.4 Provide information, resources and on-going mentoring to help individuals meet their targets, objectives and quality standards</p> <p>2.5 Monitor individuals' progress towards objectives in accordance with agreed plans</p> <p>2.6 Recognise individuals' achievement of targets and quality standards</p> <p>2.7 Adhere to organisational policies and procedures, and legal and ethical requirements when managing individuals' performance in the workplace</p>

## Unit K/506/1927

### Manage conflict within a team

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of conflict management	1.1	Evaluate the suitability of different methods of conflict management in different situations
		1.2	Describe the personal skills needed to deal with conflict between other people
		1.3	Analyse the potential consequences of unresolved conflict within a team
		1.4	Explain the role of external arbitration and conciliation in conflict resolution
2	Be able to reduce the potential for conflict within a team	2.1	Communicate to team members their roles, responsibilities, objectives and expected standards of behaviour
		2.2	Explain to team members the constraints under which other colleagues work
		2.3	Review systems, processes, situations and structures that are likely to give rise to conflict in line with organisational procedures
		2.4	Take action to minimise the potential for conflict within the limits of their own authority
		2.5	Explain how team members' personalities and cultural backgrounds may give rise to conflict
3	Be able to deal with conflict within a team	3.1	Assess the seriousness of conflict and its potential impact
		3.2	Treat everyone involved with impartiality and sensitivity
		3.3	Decide a course of action that offers optimum benefits
		3.4	Explain the importance of engaging team members' support for the agreed actions

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.5 Communicate the actions to be taken to those who may be affected by it
- 3.6 Adhere to organisational policies and procedures, legal and ethical requirements when dealing with conflict within a team

## Unit K/506/1930

### Implement and maintain business continuity plans and processes

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Be able to plan for the implementation of business continuity plans and processes	1.1 Describe the components of a business continuity plan 1.2 Explain the uses of a business continuity plan 1.3 Explain the features of different business continuity planning models 1.4 Explain the potential consequences of inadequate business continuity plans and processes 1.5 Confirm the required aim, scope and objectives of business continuity plans 1.6 Engage stakeholders in developing business continuity plans and processes 1.7 Identify business-critical products and/or services and the activities and resources that support them
2 Be able to implement business continuity plans and processes	2.1 Develop a framework for business continuity management 2.2 Recommend resources that are proportionate to the potential impact of business disruption 2.3 Communicate the importance and requirements of business continuity plans and processes to stakeholders 2.4 Meet their own objectives within the plan
3 Be able to maintain the fitness for purpose of on-going business continuity plans and processes	3.1 Provide training for staff who may be affected 3.2 Validate and test the strength of business continuity plans and processes

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.3 Update plans and processes in the light of feedback from business continuity exercises and other sources of information

## Unit M/506/1928

### Procure products and/or services

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Be able to identify procurement requirements	1.1	Explain current and likely future procurement requirements
		1.2	Decide whether the purchase of products and/or services offers the organisation best value
		1.3	Evaluate ethical and sustainability considerations relating to procurement
		1.4	Justify the decision to buy products and/or services with evidence of an analysis of risk, costs and benefits
2	Be able to select suppliers	2.1	Explain the factors to be taken into account in selecting suppliers
		2.2	Explain organisational procurement policies, procedures and standards
		2.3	Explain the effect of supplier choice on the supply chain
		2.4	Use appropriate media to publicise procurement requirements
		2.5	Confirm the capability and track record of suppliers and their products and/or services
		2.6	Select suppliers that meet the procurement specification
3	Be able to buy products and/or services	3.1	Explain the action to be taken in the event of problems arising
		3.2	Agree contract terms that are mutually acceptable within their own scope of authority
		3.3	Record agreements made, stating the specification, contract terms and any post-contract requirements
		3.4	Adhere to organisational policies and procedures, legal and ethical requirements

## Unit M/506/1931

### Collaborate with other departments

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to collaborate with other departments	1.1	Explain the need for collaborating with other departments
		1.2	Explain the nature of the interaction between their own team and other departments
		1.3	Explain the features of effective collaboration
		1.4	Explain the potential implications of ineffective collaboration with other departments
		1.5	Explain the factors relating to knowledge management that should be considered when collaborating with other departments
2	Be able to identify opportunities for collaboration with other departments	2.1	Analyse the advantages and disadvantages of collaborating with other departments
		2.2	Identify with which departments collaborative relationships should be built
		2.3	Identify the scope for and limitations of possible collaboration
3	Be able to collaborate with other departments	3.1	Agree Service Level Agreements (SLAs), objectives and priorities of collaborative arrangements
		3.2	Work with other departments in a way that contributes to the achievement of organisational objectives

## Unit Y/506/1924

### Chair and lead meetings

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Be able to prepare to lead meetings	1.1	Identify the type, purpose, objectives, and background to a meeting
		1.2	Identify those individuals expected, and those required to attend a meeting
		1.3	Prepare for any formal procedures that apply to a meeting
		1.4	Describe ways of minimising likely problems in a meeting
		1.5	Take action to ensure that meeting documentation is prepared correctly and distributed to the agreed people within the agreed timescale
2	Be able to chair and lead meetings	2.1	Follow business conventions in the conduct of a meeting
		2.2	Facilitate meetings so that everyone is involved and the optimum possible consensus is achieved
		2.3	Manage the agenda within the timescale of the meeting
		2.4	Summarise the agreed actions, allocated responsibilities, timescales and any future arrangements
3	Be able to deal with post-meeting matters	3.1	Take action to ensure that accurate records of a meeting are produced and distributed in the agreed format and timescale
		3.2	Take action to ensure that post-meeting actions are completed
		3.3	Evaluate the effectiveness of a meeting and identify points for future improvement

## Unit D/506/2153

### Champion customer service

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to champion customer service	1.1	Evaluate the importance of viewing operations from the customer's viewpoint
		1.2	Analyse the role of service partners in providing customer service
		1.3	Evaluate the effectiveness of information collection systems and reports
		1.4	Describe organisational decision-making processes and limits of their own authority
		1.5	Assess the suitability of a range of monitoring techniques to identify opportunities for customer service improvements
		1.6	Describe activities that give added value to the service chain
2	Be able to identify the scope for improvements to customer service	2.1	Monitor customer service delivery to identify issues that are important to customer service
		2.2	Analyse the implications of improvements to customer service
		2.3	Identify customer service issues relating to new products and/or services
		2.4	Identify the strategic and managerial implications of changes to customer service and the service offer
3	Be able to champion customer service	3.1	Promote the role of customer service within an organisation's operational plans
		3.2	Inform individual staff members about their role in championing customer service
		3.3	Promote the benefits of effective customer service

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.4 Provide validated customer service advice and information to colleagues
- 3.5 Support others to identify areas for improvement to customer service
- 3.6 Monitor the effectiveness of advice and information given
- 3.7 Take actions to ensure that customer service delivery meets agreed standards

## Unit J/506/2292

### Encourage innovation

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Be able to identify opportunities for innovation</p>	<p>1.1 Analyse the advantages and disadvantages of techniques used to generate ideas</p> <p>1.2 Explain how innovation benefits an organisation</p> <p>1.3 Explain the constraints on their own ability to make changes</p> <p>1.4 Agree with stake-holders terms of reference and criteria for evaluating potential innovation and improvement</p> <p>1.5 Engage team members in finding opportunities to innovate and suggest improvements</p> <p>1.6 Monitor performance, products and/or services and developments in areas that may benefit from innovation</p> <p>1.7 Analyse valid information to identify opportunities for innovation and improvement</p>
<p>2 Be able to generate and test ideas for innovation and improvement</p>	<p>2.1 Generate ideas for innovation or improvement that meet the agreed criteria</p> <p>2.2 Test selected ideas that meet viability criteria</p> <p>2.3 Evaluate the fitness for purpose and value of the selected ideas</p> <p>2.4 Assess potential innovations and improvements against the agreed evaluation criteria</p>
<p>3 Be able to implement innovative ideas and improvements</p>	<p>3.1 Explain the risks of implementing innovative ideas and improvements</p> <p>3.2 Justify conclusions of efficiency and value with evidence</p> <p>3.3 Prepare costings and schedules of work that will enable efficient implementation</p>

**Learning Outcome - The learner will:**

**Assessment Criterion - The learner can:**

- 3.4 Design processes that support efficient implementation



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