

Qualification Specification

601/3690/X

iCQ Level 4 NVQ Diploma in Management
(RQF)



Qualification Details

Title : iCQ Level 4 NVQ Diploma in Management (RQF)
Awarding Organisation : [iCan Qualifications Limited](https://icanqualify.net)
Fees Price List Url : <https://icanqualify.net>
Qualification Type : RQF
Qualification Sub Type : None
Qualification Level : Level 4
Qualification Sub Level : None
EQF Level : Level 5
Regulation Start Date : 20-Jun-2014
Operational Start Date : 01-Sep-2014
Offered In England : Yes
Offered In Wales : Yes
Offered In Northern Ireland : Yes
Assessment Language In English : Yes
Assessment Language In Welsh : No
Assessment Language In Irish : No
SSA : 15.3 Business Management
Purpose : D. Confirm occupational competence and/or 'licence to practice'
Sub Purpose : D1. Confirm competence in an occupational role to the standards required
Total Credits : 53
Min Credits at/above Level : 40
Minimum Guided Learning Hours : 214
Maximum Guided Learning Hours : 298
Diploma Guided Learning Hours : 0
Barring Classification Code : ZZZZ
Overall Grading Type : Pass
Assessment Methods : Portfolio of Evidence
Structure Requirements : To achieve this qualification, learners must complete a minimum of 53 credits: 17 credits from Mandatory Group A and a minimum of 20 credits from Optional Group B. A maximum of 16 credits can come from Optional Group C.
Age Ranges : Pre-16 : No; 16-18 : No; 18+ : Yes; 19+ : Yes
Qualification Objective : This qualification is for those who are working in a management role and wish to develop their skills and knowledge and understanding of management to enable them to further their career in a management role

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
CMG) Compound	Yes	0	2	3	53	0
A) Mandatory Group A	Yes	4	4	4	17	17
B) Optional Group B	Yes	31	4	0	20	0
C) Optional Group C	No	13	1	0	0	16

Group A Mandatory Group A

URN	Title	Level	GLH	Credit
F/506/1982	Develop working relationships with stakeholders	4	20	4
L/506/1953	Provide leadership and management	4	28	5
T/506/2952	Manage personal and professional development	3	12	3
Y/506/1955	Develop and implement an operational plan	4	24	5

Group B Optional Group B

URN	Title	Level	GLH	Credit
A/506/1821	Manage team performance	3	21	4
A/506/1933	Support remote or virtual teams	3	18	4
A/506/1981	Discipline and grievance management	4	26	3
A/506/1995	Manage a budget	4	26	4
A/506/2032	Manage knowledge in an organisation	4	34	5
A/506/2046	Contribute to the development of a strategic plan	5	31	5
D/506/2055	Design business processes	5	23	5
F/506/2064	Optimise the use of technology	5	29	6
J/506/1921	Manage individuals performance	3	20	4
J/506/1949	Develop and maintain professional networks	4	15	3
J/506/2292	Encourage innovation	3	14	4
J/506/2907	Manage the impact of work activities on the environment	4	30	4
K/506/1927	Manage conflict within a team	3	25	5
K/506/1930	Implement and maintain business continuity plans and processes	3	25	4
K/506/1989	Manage physical resources	4	26	4
K/506/1992	Prepare for and support quality audits	4	17	3
L/506/1922	Manage individuals' development in the workplace	3	10	3
L/506/1984	Manage a tendering process	4	21	4
L/506/2004	Manage business risk	4	27	6
M/506/1928	Procure products and/or services	3	35	5
M/506/1931	Collaborate with other departments	3	14	3
M/506/1962	Encourage learning and development	4	16	3
M/506/2044	Manage redundancy and redeployment	4	39	6
R/506/1999	Manage a project	4	38	7
R/506/2909	Recruitment, selection and induction practice	4	33	6
T/506/1820	Promote equality, diversity and inclusion in the workplace	3	15	3
T/506/1980	Initiate and implement operational change	4	19	4
T/506/1994	Conduct quality audits	4	21	3
T/506/2059	Develop and manage collaborative relationships with other organisations	5	28	5
Y/506/1924	Chair and lead meetings	3	10	3
Y/506/2068	Manage product and/or service development	5	23	5

Group C Optional Group C

URN	Title	Level	GLH	Credit
A/502/8656	Developing sales proposals	4	30	5
A/506/1950	Contribute to the design and development of an information system	4	23	5
D/502/8651	Prioritising information for sales planning	4	20	3
D/504/4056	Manage Health and Safety in own area of responsibility	4	15	5
D/506/1911	Contribute to the improvement of business performance	3	33	6
F/506/1951	Manage information systems	4	30	6
F/506/2176	Review the quality of customer service	4	20	4

H/506/1912	Negotiate in a business environment	3	18	4
K/506/2169	Resolve customers problems	3	19	4
M/506/1959	Manage events	4	49	6
M/506/2898	Manage customer service operations	4	23	7
R/506/2151	Resolve customers complaints	3	22	4
Y/502/9927	Analyse competitor activity	3	3	3

Unit Specification
F/506/1982
Develop working relationships with stakeholders



Qualification Framework : RQF
Title : Develop working relationships with stakeholders
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 20
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: F/506/1982 : Develop working relationships with stakeholders	
Understand working relationships with stakeholders	
Assessment Criterion - The learner can:	
01.01	Analyse stakeholder mapping techniques
01.02	Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders
01.03	Explain how expectation management and conflict resolution techniques are applied to stakeholder management
01.04	Analyse the advantages and limitations of different types of stakeholder consultation
01.05	Evaluate the risks and potential consequences of inadequate stakeholder consultation
Be able to determine the scope for collaboration with stakeholders	
02.01	Identify the stakeholders with whom relationships should be developed
02.02	Explain the roles, responsibilities, interests and concerns of stakeholders
02.03	Evaluate business areas that would benefit from collaboration with stakeholders
02.04	Evaluate the scope for and limitations of collaborating with different types of stakeholder
Be able to develop productive working relationships with stakeholders	
03.01	Create a climate of mutual trust and respect by behaving openly and honestly
03.02	Take account of the advice provided by stakeholders
03.03	Minimise the potential for friction and conflict amongst stakeholders
Be able to evaluate relationships with stakeholders	
04.01	Monitor relationships and developments with stakeholders
04.02	Address changes that may have an effect on stakeholder relationships
04.03	Recommend improvements based on analyses of the effectiveness of stakeholder relationships

Unit Specification
L/506/1953
Provide leadership and management



Qualification Framework: RQF
Title : Provide leadership and management
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 28
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/1953 : Provide leadership and management	
Understand the principles supporting leadership and management	
Assessment Criterion - The learner can:	
01.01	Analyse how leadership and management theories may be applied
01.02	Assess the influence of an organisations culture on its leadership styles and management practices
01.03	Assess the influence of an organisations structure on its leadership styles and management practices
01.04	Analyse how theories of motivation may be applied in the practice of leadership
01.05	Evaluate the role of stakeholder engagement in leadership and management
01.06	Assess the suitability of a range of leadership styles and management practices to the culture of an organisation
Be able to engage and inspire stakeholders and colleagues	
02.01	Display behaviours and attitudes that show a commitment to the achievement of an organisations goals
02.02	Display behaviours and attitudes that show a commitment to the fulfilment of an organisations vision and the expression of its values
02.03	Identify who stakeholders are and the nature of their interest
02.04	Take action to ensure that colleagues and other stakeholders understand their role in achievement of organisational objectives
02.05	Win the trust and support of colleagues and other key stakeholders through exemplary performance and behaviour
02.06	Take action to maintain morale through difficult times
02.07	Take action to secure the on-going commitment of colleagues and other key stakeholders
Be able to deliver results	
03.01	Make planning and resourcing decisions that optimise the available resources, skills and expertise
03.02	Use delegation techniques whilst delivering targets
03.03	Empower individuals to take responsibility for their decisions and actions within agreed parameters
03.04	Adapt plans, priorities and resource allocations to meet changing circumstances and priorities

Unit Specification
T/506/2952
Manage personal and professional development



Qualification Framework: RQF
Title: Manage personal and professional development
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 12
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/506/2952 : Manage personal and professional development	
Be able to identify personal and professional development requirements	
Assessment Criterion - The learner can:	
01.01	Compare sources of information on professional development trends and their validity
01.02	Identify trends and developments that influence the need for professional development
01.03	Evaluate their own current and future personal and professional development needs relating to the role, the team and the organisation
Be able to fulfil a personal and professional development plan	
02.01	Evaluate the benefits of personal and professional development
02.02	Explain the basis on which types of development actions are selected
02.03	Identify current and future likely skills, knowledge and experience needs using skills gap analysis
02.04	Agree a personal and professional development plan that is consistent with business needs and personal objectives
02.05	Execute the plan within the agreed budget and timescale
02.06	Take advantage of development opportunities made available by professional networks or professional bodies
Be able to maintain the relevance of a personal and professional development plan	
03.01	Explain how to set specific, measurable, achievable, realistic and time-bound (SMART) objectives
03.02	Obtain feedback on performance from a range of valid sources
03.03	Review progress toward personal and professional objectives
03.04	Amend the personal and professional development plan in the light of feedback received from others

Unit Specification
Y/506/1955
Develop and implement an operational plan



Qualification Framework: RQF
Title : Develop and implement an operational plan
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 24
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/506/1955 : Develop and implement an operational plan	
Understand the principles of operational planning	
Assessment Criterion - The learner can:	
01.01	Evaluate the use of risk analysis techniques in operational planning
01.02	Explain the components of an operational plan
01.03	Analyse the relationship between strategic and operational plans
01.04	Evaluate the use of planning tools and techniques in the operational planning process
01.05	Explain how to carry out a cost-benefit analysis
Be able to develop an operational plan	
02.01	Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs)
02.02	Identify evaluation mechanisms appropriate to the plan
02.03	Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures
02.04	Develop proportionate and targeted plans to manage identified risks
02.05	Take action to ensure that plans complement and maximise synergy with other business areas
02.06	Adhere to organisational policies and procedures, legal and ethical requirements
Be able to implement an operational plan	
03.01	Implement plans within agreed budgets and timescales
03.02	Communicate the requirements of the plans to those who will be affected
03.03	Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks
Be able to evaluate the effectiveness of an operational plan	
04.01	Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources
04.02	Report on the effectiveness of operational plans in the appropriate format

Unit Specification
A/506/1821
Manage team performance



Qualification Framework: RQF
Title: Manage team performance
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 21
Unit Credit Value: 4
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/1821 : Manage team performance	
Understand the management of team performance	
Assessment Criterion - The learner can:	
01.01	Explain the use of benchmarks in managing performance
01.02	Explain a range of quality management techniques to manage team performance
01.03	Describe constraints on the ability to amend priorities and plans
Be able to allocate and assure the quality of work	
02.01	Identify the strengths, competences and expertise of team members
02.02	Allocate work on the basis of the strengths, competences and expertise of team members
02.03	Identify areas for improvement in team members performance outputs and standards
02.04	Amend priorities and plans to take account of changing circumstances
02.05	Recommend changes to systems and processes to improve the quality of work
Be able to manage communications within a team	
03.01	Explain to team members the lines of communication and authority levels
03.02	Communicate individual and team objectives, responsibilities and priorities
03.03	Use communication methods that are appropriate to the topics, audience and timescales
03.04	Provide support to team members when they need it
03.05	Agree with team members a process for providing feedback on work progress and any issues arising
03.06	Review the effectiveness of team communications and make improvements

Unit Specification
A/506/1933
Support remote or virtual teams



Qualification Framework: RQF
Title : Support remote or virtual teams
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 18
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/1933 : Support remote or virtual teams	
Be able to assess the support needed by remote or virtual teams	
Assessment Criterion - The learner can:	
01.01	Identify the resource requirements for providing communication tools and processes for remote or virtual working
01.02	Specify effective tools and processes that are capable of supporting remote or virtual teams
01.03	Identify processes and systems that will enable people to connect to information and knowledge remotely and securely
01.04	Plan how to assure the safety of staff in remote teams
Be able to support remote or virtual teams	
02.01	Provide guidelines, training, information and coaching to support remote or virtual teams
02.02	Identify areas for improvement from monitoring processes and information
02.03	Facilitate interactive collaboration amongst stakeholders
02.04	Take action to ensure that team members adhere to regulatory, professional and commercial requirements
02.05	Take action to ensure that data security and confidentiality issues arising from remote or virtual working are addressed
02.06	Take action to ensure that records management issues arising from remote or virtual working are addressed

Unit Specification
A/506/1981
 Discipline and grievance management



Qualification Framework: RQF
 Title : Discipline and grievance management
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 26
 Unit Credit Value : 3
 SSAs : 15.3 Business Management
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/1981 : Discipline and grievance management	
Understand the principles supporting the management of discipline and grievance cases	
Assessment Criterion - The learner can:	
01.01	Explain the difference between a discipline case and a grievance case and the implications for their management
01.02	Explain sources of advice and expertise on discipline and grievance
01.03	Explain the legal obligations of employers and the rights of employees in relation to discipline and grievance cases
01.04	Explain organisational procedures for the management of discipline and grievance cases
01.05	Explain the communication techniques to be used in the management of discipline and grievance cases
01.06	Explain the types of behaviours that are likely to result in disciplinary proceedings
01.07	Explain the types of actions that are likely to lead to a grievance
01.08	Explain how to carry out investigations into discipline and grievance cases
01.09	Analyse the effect of well managed and poorly managed discipline and grievance cases
01.10	Explain how the outcomes of discipline and grievance cases can be managed
Be able to manage a disciplinary case	
02.01	Inform an individual that they are subject to disciplinary proceedings within agreed timescales
02.02	Explain to an individual the reasons why they are subject to disciplinary proceedings
02.03	Provide evidence that supports the case for disciplinary proceedings
02.04	Develop a case to support an individual who is subject to disciplinary proceedings
02.05	Keep detailed and accurate records of agreements, actions and events for disciplinary cases
02.06	Adhere to organisational policies and procedures, legal and ethical requirements when managing a disciplinary case
Be able to manage a grievance	
03.01	Identify the nature of a grievance
03.02	Investigate the seriousness and potential implications of a grievance
03.03	Adhere to organisational procedures when managing a grievance
03.04	Evaluate the effectiveness of how a grievance has been managed
03.05	Agree measures to prevent future reoccurrences of grievances

Unit Specification
A/506/1995
 Manage a budget



Qualification Framework: RQF
 Title : Manage a budget
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 26
 Unit Credit Value : 4
 SSAs : 15.3 Business Management
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/1995 : Manage a budget	
Understand how to identify financial requirements	
Assessment Criterion - The learner can:	
01.01	Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives
01.02	Analyse the components of a business case to meet organisational requirements
01.03	Analyse the factors to be taken into account to secure the support of stakeholders
01.04	Describe the business planning and budget-setting cycle
Understand how to set budgets	
02.01	Explain the purposes of budget-setting
02.02	Analyse the information needed to enable realistic budgets to be set
02.03	Explain how to address contingencies
02.04	Explain organisational policies and procedures on budget-setting
Be able to manage a budget	
03.01	Use the budget to control performance and expenditure
03.02	Identify the cause of variations from budget
03.03	Explain the actions to be taken to address variations from budget
03.04	Propose realistic revisions to budget, supporting recommendations with evidence
03.05	Provide budget-related reports and information within agreed timescales
03.06	Explain the actions to be taken in the event of suspected instances of fraud or malpractice
Be able to evaluate the use of a budget	
04.01	Identify successes and areas for improvement in budget management
04.02	Make recommendations to improve future budget setting and management

Unit Specification
A/506/2032
Manage knowledge in an organisation



Qualification Framework: RQF
Title : Manage knowledge in an organisation
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 34
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/2032 : Manage knowledge in an organisation	
Understand the principles of knowledge management	
Assessment Criterion - The learner can:	
01.01	Explain the concept, scope and importance of knowledge management
01.02	Explain the concept of intellectual property
01.03	Identify the business drivers that lead to effective knowledge management
01.04	Explain the risks associated with knowledge management and their potential implications
01.05	Explain the importance of engaging others and communicating knowledge management issues and activities
01.06	Explain best practice principles and techniques for effective knowledge management
01.07	Describe strategies to manage tacit and explicit knowledge
Be able to identify knowledge to be managed within an organisation	
02.01	Identify the criteria against which knowledge will be managed
02.02	Engage colleagues in identifying the knowledge to be managed
Be able to manage knowledge within an organisation	
03.01	Implement actions in accordance with the knowledge management plan
03.02	Adhere to security processes for the collection, storage and retrieval of knowledge
03.03	Evaluate the extent to which current knowledge management systems and processes are fit for purpose
03.04	Recommend improvements to processes and systems to manage knowledge
03.05	Assess the likely impact and implications of the loss of knowledge

Unit Specification

A/506/2046

Contribute to the development of a strategic plan



Qualification Framework: RQF

Title: Contribute to the development of a strategic plan

Unit Level: Level 5

Unit Sub Level: None

Guided Learning Hours: 31

Unit Credit Value: 5

SSAs: 15.3 Business Management

Unit Grading Structure: Pass

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

Unit: A/506/2046 : Contribute to the development of a strategic plan	
Understand the principles of strategic planning	
Assessment Criterion - The learner can:	
01.01	Evaluate a range of strategic planning models
01.02	Evaluate the advantages and limitations of a range of analytical techniques
01.03	Analyse a range of perspectives of and approaches to business strategy
Be able to analyse the factors affecting the development of strategic plans	
02.01	Evaluate political, economic, social, technological, legal and ethical factors affecting the development of strategic plans
02.02	Evaluate the market factors that may influence strategic planning decisions
02.03	Evaluate the application of scanning tools to strategy development
Be able to make a contribution to a strategic plan	
03.01	Analyse the relationship between strategic intentions, strategic choice and strategy formulation
03.02	Make viable contributions that are consistent with strategic objectives and resource constraints
03.03	Evaluate the impact of a proposed strategy on a business

Unit Specification
D/506/2055
Design business processes



Qualification Framework: RQF
Title : Design business processes
Unit Level : Level 5
Unit Sub Level : None
Guided Learning Hours : 23
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: D/506/2055 : Design business processes	
Understand techniques and tools that support the design of business processes	
Assessment Criterion - The learner can:	
01.01	Analyse the principles of business change and business process re-engineering
01.02	Evaluate the concept and application of workflow patterns and usability testing
01.03	Evaluate a range of modelling tools
01.04	Analyse the factors to be taken into account when evaluating the effectiveness of business processes
Be able to develop business processes	
02.01	Evaluate the scope for business process improvement and constraints
02.02	Generate ideas that meet defined business needs
02.03	Test a proposed process through a modelling exercise
02.04	Evaluate the feasibility and viability of a proposed process against agreed criteria
02.05	Establish the degree of overlap between a proposed process and existing processes and systems
02.06	Resolve tensions between existing and proposed systems and processes
02.07	Adhere to organisational policies and procedures, legal and ethical requirements when developing business processes
Be able to evaluate the effectiveness of business processes	
03.01	Analyse valid information using techniques that are appropriate to the process being evaluated
03.02	Assess the cost and benefit of a business process to the organisation
03.03	Justify recommendations for the rejection, adoption or enhancements to processes with evidence

Unit Specification
F/506/2064
Optimise the use of technology



Qualification Framework: RQF
Title: Optimise the use of technology
Unit Level: Level 5
Unit Sub Level: None
Guided Learning Hours: 29
Unit Credit Value: 6
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: F/506/2064 : Optimise the use of technology	
Understand the principles underpinning the optimisation of technology	
Assessment Criterion - The learner can:	
01.01	Explain how to keep up-to-date with technological developments
01.02	Analyse the requirements of organisational procurement processes
01.03	Evaluate the implications of technology for business continuity and crisis management plans
01.04	Evaluate the legal implications of changes to the use of technology
01.05	Analyse the requirements of a technology strategy
Be able to scope the use of technology	
02.01	Establish evaluation criteria for the use of technology including extent of use, value, efficiency and quality
02.02	Evaluate the current use of technology against agreed criteria
02.03	Identify the scope for improvement including training, adaptations to existing systems and the implementation of new systems
02.04	Identify the strategic implications of changes to the use of technology
02.05	Assess the risks, limitations and benefits of changes to the use of technology
Be able to optimise the use of technological solutions	
03.01	Specify technological requirements and priorities including the input of others in accordance with organisational technology strategy
03.02	Take action to ensure the compatibility of technological plans and systems with other systems, processes and plans
03.03	Recommend technological solutions that meet the specified objectives
Be able to manage the use of technology	
04.01	Develop procedures that address all aspects of the technology and their implications
04.02	Take action to ensure that everyone using the technology is adequately trained and equipped
04.03	Promote the benefits of technology
04.04	Use monitoring techniques that are appropriate to the nature of the work carried out and the system
04.05	Take prompt corrective action in the event of problems arising

Unit Specification
J/506/1921
Manage individuals performance



Qualification Framework: RQF
Title : Manage individuals' performance
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 20
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/1921 : Manage individuals performance	
Understand the management of underperformance in the workplace	
Assessment Criterion - The learner can:	
01.01	Explain typical organisational policies and procedures on discipline, grievance and dealing with underperformance
01.02	Explain how to identify causes of underperformance
01.03	Explain the purpose of making individuals aware of their underperformance clearly but sensitively
01.04	Explain how to address issues that hamper individuals' performance
01.05	Explain how to agree a course of action to address underperformance
Be able to manage individuals' performance in the workplace	
02.01	Agree with team members specific, measurable, achievable, realistic and time-bound (SMART) objectives that align to organisational objectives
02.02	Delegate responsibility to individuals on the basis of their expertise, competence, skills, knowledge, and development needs
02.03	Apply motivation techniques to maintain morale
02.04	Provide information, resources and on-going mentoring to help individuals meet their targets, objectives and quality standards
02.05	Monitor individuals progress towards objectives in accordance with agreed plans
02.06	Recognise individuals' achievement of targets and quality standards
02.07	Adhere to organisational policies and procedures, and legal and ethical requirements when managing individuals performance in the workplace

Unit Specification
J/506/1949
Develop and maintain professional networks



Qualification Framework: RQF
Title : Develop and maintain professional networks
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 15
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/1949 : Develop and maintain professional networks	
Understand the principles of effective networking	
Assessment Criterion - The learner can:	
01.01	Describe the interpersonal skills needed for effective networking
01.02	Explain the basis on which to choose networks to be developed
01.03	Evaluate the role of shared agendas and conflict management in relationship-building
01.04	Evaluate the role of the internet in business networking
01.05	Assess the importance of following up leads and actions
01.06	Analyse ethical issues relating to networking activities
Be able to identify professional networks for development	
02.01	Identify potential networks for professional development from an analysis of their benefits compared with individual needs and aspirations
02.02	Shortlist networks for development against defined criteria
02.03	Assess the benefits and limitations of joining and maintaining selected network(s)
Be able to maintain professional networks	
03.01	Identify the potential for mutual benefit with network members
03.02	Promote their own skills, knowledge and competence to network members
03.03	Provide information, services or support to network members where the potential for mutual benefit has been identified
03.04	Establish the boundaries of confidentiality
03.05	Agree guidelines for the exchange of information and resources
03.06	Take action to ensure that participation in networks reflects current and defined future aspirations and needs
03.07	Make introductions to people with common or complementary interest to and within networks

Unit Specification
J/506/2292
Encourage innovation



Qualification Framework: RQF
Title : Encourage innovation
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 14
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/2292 : Encourage innovation	
Be able to identify opportunities for innovation	
Assessment Criterion - The learner can:	
01.01	Analyse the advantages and disadvantages of techniques used to generate ideas
01.02	Explain how innovation benefits an organisation
01.03	Explain the constraints on their own ability to make changes
01.04	Agree with stakeholders terms of reference and criteria for evaluating potential innovation and improvement
01.05	Engage team members in finding opportunities to innovate and suggest improvements
01.06	Monitor performance, products and/or services and developments in areas that may benefit from innovation
01.07	Analyse valid information to identify opportunities for innovation and improvement
Be able to generate and test ideas for innovation and improvement	
02.01	Generate ideas for innovation or improvement that meet the agreed criteria
02.02	Test selected ideas that meet viability criteria
02.03	Evaluate the fitness for purpose and value of the selected ideas
02.04	Assess potential innovations and improvements against the agreed evaluation criteria
Be able to implement innovative ideas and improvements	
03.01	Explain the risks of implementing innovative ideas and improvements
03.02	Justify conclusions of efficiency and value with evidence
03.03	Prepare costings and schedules of work that will enable efficient implementation
03.04	Design processes that support efficient implementation

Unit Specification

J/506/2907

Manage the impact of work activities on the environment



Qualification Framework: RQF
Title: Manage the impact of work activities on the environment
Unit Level: Level 4
Unit Sub Level: None
Guided Learning Hours: 30
Unit Credit Value: 4
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/2907 : Manage the impact of work activities on the environment	
Understand how to support environmentally-friendly working practices	
Assessment Criterion - The learner can:	
01.01	Explain how to carry out an environmental impact analysis
01.02	Compare sources of specialist advice on environmentally-friendly working practices
01.03	Analyse the business and environmental benefits of effective energy management policies
01.04	Explain the health and safety requirements for the use and disposal of resources and waste
Be able to organise work so as to minimise the impact on the environment	
02.01	Analyse potentially adverse effects on the environment caused by work activities
02.02	Evaluate the effectiveness of methods of improving environmental sustainability in an organisation
02.03	Implement plans and procedures to adapt work practices to make them more environmentally-friendly
02.04	Develop a system for colleagues to recommend improvements to make work practices more environmentally-friendly
Be able to manage the environmental impact of the use of resources	
03.01	Explain when to obtain specialist environmental management advice
03.02	Explain where to seek specialist environmental management advice
03.03	Determine the environmental impact of the use of different physical resources
03.04	Develop procedures for the disposal of waste and unwanted resources in a way that minimises the impact on the environment
03.05	Evaluate the effectiveness of organisational environmental policies and procedures
03.06	Adhere to organisational policies and procedures, legal and ethical requirements

01.01	Explain how to carry out an environmental impact analysis
01.02	Compare sources of specialist advice on environmentally-friendly working practices
01.03	Analyse the business and environmental benefits of effective energy management policies
01.04	Explain the health and safety requirements for the use and disposal of resources and waste

02.01	Analyse potentially adverse effects on the environment caused by work activities
02.02	Evaluate the effectiveness of methods of improving environmental sustainability in an organisation
02.03	Implement plans and procedures to adapt work practices to make them more environmentally-friendly
02.04	Develop a system for colleagues to recommend improvements to make work practices more environmentally-friendly

03.01	Explain when to obtain specialist environmental management advice
03.02	Explain where to seek specialist environmental management advice
03.03	Determine the environmental impact of the use of different physical resources
03.04	Develop procedures for the disposal of waste and unwanted resources in a way that minimises the impact on the environment
03.05	Evaluate the effectiveness of organisational environmental policies and procedures
03.06	Adhere to organisational policies and procedures, legal and ethical requirements

Unit Specification
K/506/1927
Manage conflict within a team



Qualification Framework: RQF
Title : Manage conflict within a team
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 25
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: K/506/1927 : Manage conflict within a team	
Understand the principles of conflict management	
Assessment Criterion - The learner can:	
01.01	Evaluate the suitability of different methods of conflict management in different situations
01.02	Describe the personal skills needed to deal with conflict between other people
01.03	Analyse the potential consequences of unresolved conflict within a team
01.04	Explain the role of external arbitration and conciliation in conflict resolution
Be able to reduce the potential for conflict within a team	
02.01	Communicate to team members their roles, responsibilities, objectives and expected standards of behaviour
02.02	Explain to team members the constraints under which other colleagues work
02.03	Review systems, processes, situations and structures that are likely to give rise to conflict in line with organisational procedures
02.04	Take action to minimise the potential for conflict within the limits of their own authority
02.05	Explain how team members' personalities and cultural backgrounds may give rise to conflict
Be able to deal with conflict within a team	
03.01	Assess the seriousness of conflict and its potential impact
03.02	Treat everyone involved with impartiality and sensitivity
03.03	Decide a course of action that offers optimum benefits
03.04	Explain the importance of engaging team members support for the agreed actions
03.05	Communicate the actions to be taken to those who may be affected by it
03.06	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with conflict within a team

Unit Specification

K/506/1930

Implement and maintain business continuity plans and processes



Qualification Framework: RQF

Title: Implement and maintain business continuity plans and processes

Unit Level: Level 3

Unit Sub Level: None

Guided Learning Hours: 25

Unit Credit Value: 4

SSAs: 15.3 Business Management

Unit Grading Structure: Pass

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

Unit: K/506/1930 : Implement and maintain business continuity plans and processes

Be able to plan for the implementation of business continuity plans and processes

Assessment Criterion - The learner can:

01.01	Describe the components of a business continuity plan
01.02	Explain the uses of a business continuity plan
01.03	Explain the features of different business continuity planning models
01.04	Explain the potential consequences of inadequate business continuity plans and processes
01.05	Confirm the required aim, scope and objectives of business continuity plans
01.06	Engage stakeholders in developing business continuity plans and processes
01.07	Identify business-critical products and/or services and the activities and resources that support them

Be able to implement business continuity plans and processes

02.01	Develop a framework for business continuity management
02.02	Recommend resources that are proportionate to the potential impact of business disruption
02.03	Communicate the importance and requirements of business continuity plans and processes to stakeholders
02.04	Meet their own objectives within the plan

Be able to maintain the fitness for purpose of on-going business continuity plans and processes

03.01	Provide training for staff who may be affected
03.02	Validate and test the strength of business continuity plans and processes
03.03	Update plans and processes in the light of feedback from business continuity exercises and other sources of information

Unit Specification
K/506/1989
Manage physical resources



Qualification Framework: RQF
Title : Manage physical resources
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 26
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: K/506/1989 : Manage physical resources	
Be able to identify the need for physical resources	
Assessment Criterion - The learner can:	
01.01	Identify resource requirements from analyses of organisational needs
01.02	Evaluate alternative options for obtaining physical resources
01.03	Evaluate the impact on the organisation of introducing physical resources
01.04	Identify the optimum option that meets operational requirements for physical resources
Be able to obtain physical resources	
02.01	Develop a business case for physical resources that is supported by evidence, cost estimates, contingency arrangements and an analysis of likely benefits
02.02	Obtain authorisation and financial commitment for the required expenditure
02.03	Negotiate best value from contracts in accordance with organisational standards and procedures
02.04	Adhere to organisational policies and procedures, legal and ethical requirements when obtaining physical resources
02.05	Check that the physical resources received match those ordered
Be able to manage the use of physical resources	
03.01	Take action to ensure physical resources are used in accordance with manufacturers' instructions
03.02	Evaluate the efficiency of physical resources against agreed criteria
03.03	Recommend improvements to the use of physical resources and associated working practices
03.04	Analyse the benefits of effective equipment in the conservation of energy and the environment

Unit Specification
K/506/1992
Prepare for and support quality audits



Qualification Framework: RQF
Title: Prepare for and support quality audits
Unit Level: Level 4
Unit Sub Level: None
Guided Learning Hours: 17
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: K/506/1992 : Prepare for and support quality audits	
Understand the principles underpinning the management of quality	
Assessment Criterion - The learner can:	
01.01	Analyse the principles of quality management
01.02	Analyse the purpose and requirements of a range of quality standards
01.03	Analyse the advantages and limitations of a range of quality techniques
01.04	Assess how the management of quality contributes to the achievement of organisational objectives
Be able to prepare for quality audits	
02.01	Establish the quality requirements applicable to the work being audited
02.02	Confirm that documentation is complete
02.03	Confirm that any previously agreed actions have been implemented
02.04	Make available information requested in advance by auditors
Be able to support quality audits	
03.01	Provide access to information on request within scope of the audit
03.02	Agree actions and timescales with auditors that will remedy non-conformance or non-compliance
03.03	Identify instances where business processes, quality standards and/or procedures could be improved
03.04	Develop a quality improvement plan that addresses the issues raised

Unit Specification
L/506/1922
Manage individuals' development in the workplace



Qualification Framework: RQF
Title: Manage individuals' development in the workplace
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 10
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/1922 : Manage individuals' development in the workplace	
Be able to carry out performance appraisals	
Assessment Criterion - The learner can:	
01.01	Explain the purpose of performance reviews and appraisals
01.02	Explain techniques to prepare for and carry out appraisals
01.03	Provide a private environment in which to carry out appraisals
01.04	Carry out performance reviews and appraisals in accordance with organisational policies and procedures
01.05	Provide clear, specific and evidence-based feedback sensitively
01.06	Agree future actions that are consistent with appraisal findings and identified development needs
Be able to support the learning and development of individual team members	
02.01	Describe training techniques that can be applied in the workplace
02.02	Analyse the advantages and disadvantages of learning and development interventions and methods
02.03	Explain organisational learning and development policies and resource availability
02.04	Review individuals learning and development needs at regular intervals
02.05	Suggest learning and development opportunities and interventions that are likely to meet individual and business needs

Unit Specification
L/506/1984
Manage a tendering process



Qualification Framework: RQF
Title : Manage a tendering process
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 21
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/1984 : Manage a tendering process

Be able to develop a tender specification

Assessment Criterion - The learner can:

01.01	Explain the roles and inputs of those who need to be involved in the tender process
01.02	Identify essential and desirable business needs and their implications which may be included within the tender
01.03	Address all aspects of the specification including post-contractual requirements
01.04	Allocate priorities within the tender specification in accordance with business needs
01.05	Establish criteria and ranking systems to evaluate tenders in accordance with organisational procurement policies

Be able to manage a tendering exercise

02.01	Assess the appropriateness of different media to attract potential suppliers
02.02	Use media to attract potential suppliers that are appropriate to the nature of the contract
02.03	Specify tender application procedures, arrangements and timetable
02.04	Invite suppliers to apply for the tender
02.05	Sift out those that do not meet the agreed criteria
02.06	Confirm that the track records of shortlisted suppliers demonstrate the required technical capability

Be able to negotiate the award of contracts

03.01	Explain the provisions of contract law that affect the negotiation
03.02	Devise a negotiating strategy that is appropriate to the contract and supplier
03.03	Award contracts that best meet business needs, are realistic and meet the specification
03.04	Complete the tendering exercise in accordance with organisational standards
03.05	Analyse the implications of procurement decisions for the organisation, suppliers and potential suppliers
03.06	Communicate outcomes of the tendering exercise to stakeholders
03.07	Adhere to organisational policies and procedures, legal and ethical requirements when awarding contracts

Unit Specification
L/506/2004
Manage business risk



Qualification Framework: RQF
Title : Manage business risk
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 27
Unit Credit Value : 6
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/2004 : Manage business risk	
Understand the management of business risk	
Assessment Criterion - The learner can:	
01.01	Explain what is meant by business risk
01.02	Analyse business risk identification theories and models
01.03	Explain measures and techniques to mitigate business risk
01.04	Explain their own level of authority in managing risk
Be able to address business risk	
02.01	Monitor work in line with organisational risk procedures
02.02	Identify potential risks using agreed risk criteria
02.03	Assess identified risks, their potential consequences and the probability of them happening
02.04	Communicate to stakeholders the likelihood of the risk occurring and its potential consequences
02.05	Explain organisational business risk management policies
Be able to mitigate business risk	
03.01	Develop risk management plans and processes that are proportionate to the risk and the available resources
03.02	Implement risk management plans in accordance with organisational requirements
03.03	Monitor on-going risk-related developments and amend plans in the light of changing circumstances
03.04	Keep stakeholders informed of any developments and their possible consequences
03.05	Evaluate the effectiveness of actions taken, identifying possible future improvements

Unit Specification
M/506/1928
Procure products and/or services



Qualification Framework: RQF
Title: Procure products and/or services
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 35
Unit Credit Value: 5
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1928 : Procure products and/or services	
Be able to identify procurement requirements	
Assessment Criterion - The learner can:	
01.01	Explain current and likely future procurement requirements
01.02	Decide whether the purchase of products and/or services offers the organisation best value
01.03	Evaluate ethical and sustainability considerations relating to procurement
01.04	Justify the decision to buy products and/or services with evidence of an analysis of risk, costs and benefits
Be able to select suppliers	
02.01	Explain the factors to be taken into account in selecting suppliers
02.02	Explain organisational procurement policies, procedures and standards
02.03	Explain the effect of supplier choice on the supply chain
02.04	Use appropriate media to publicise procurement requirements
02.05	Confirm the capability and track record of suppliers and their products and/or services
02.06	Select suppliers that meet the procurement specification
Be able to buy products and/or services	
03.01	Explain the action to be taken in the event of problems arising
03.02	Agree contract terms that are mutually acceptable within their own scope of authority
03.03	Record agreements made, stating the specification, contract terms and any post-contract requirements
03.04	Adhere to organisational policies and procedures, legal and ethical requirements

Unit Specification
M/506/1931
Collaborate with other departments



Qualification Framework: RQF
Title : Collaborate with other departments
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 14
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1931 : Collaborate with other departments	
Understand how to collaborate with other departments	
Assessment Criterion - The learner can:	
01.01	Explain the need for collaborating with other departments
01.02	Explain the nature of the interaction between their own team and other departments
01.03	Explain the features of effective collaboration
01.04	Explain the potential implications of ineffective collaboration with other departments
01.05	Explain the factors relating to knowledge management that should be considered when collaborating with other departments
Be able to identify opportunities for collaboration with other departments	
02.01	Analyse the advantages and disadvantages of collaborating with other departments
02.02	Identify with which departments collaborative relationships should be built
02.03	Identify the scope for and limitations of possible collaboration
Be able to collaborate with other departments	
03.01	Agree Service Level Agreements (SLAs), objectives and priorities of collaborative arrangements
03.02	Work with other departments in a way that contributes to the achievement of organisational objectives

Unit Specification
M/506/1962
Encourage learning and development



Qualification Framework: RQF
Title: Encourage learning and development
Unit Level: Level 4
Unit Sub Level: None
Guided Learning Hours: 16
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1962 : Encourage learning and development	
Understand the principles of learning and development	
Assessment Criterion - The learner can:	
01.01	Assess the role of continuous professional development (CPD) in identifying and meeting individuals learning and development for current and future business needs
01.02	Analyse the advantages and limitations of different learning and development methods
01.03	Explain how to identify individuals' learning and development needs
01.04	Evaluate the role of self-reflection in learning and development
Be able to support individuals' learning and development	
02.01	Promote the benefits of learning to people in own area of responsibility
02.02	Support individuals in identifying their current and likely future learning and development needs from a range of information sources
02.03	Agree with individuals the learning activities to be undertaken, ensuring they are within agreed budgets and consistent with business needs
02.04	Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in a personal development plan
02.05	Create an environment that encourages and promotes learning and development
02.06	Provide opportunities for individuals to apply their developing competence in the workplace
Be able to evaluate individuals learning and development	
03.01	Analyse information from a range of sources on individuals' performance and development
03.02	Evaluate the effectiveness of different learning and development methods
03.03	Agree revisions to personal development plans in the light of feedback

Unit Specification
M/506/2044
 Manage redundancy and redeployment



Qualification Framework: RQF
 Title : Manage redundancy and redeployment
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 39
 Unit Credit Value : 6
 SSAs : 15.3 Business Management
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/2044 : Manage redundancy and redeployment	
Understand the management of redundancy	
Assessment Criterion - The learner can:	
01.01	Explain the legal requirements that relate to the management of redundancy
01.02	Explain the conditions required for a redundancy and their implications
01.03	Explain possible ways of avoiding redundancies
01.04	Explain the factors involved in identifying the pool for redundancy selection
01.05	Explain the factors involved in developing an appeals process
01.06	Explain the process for planning and managing a redundancy
01.07	Evaluate the implications of voluntary and compulsory redundancy on individuals
01.08	Evaluate the implications of voluntary and compulsory redundancy for organisations
01.09	Evaluate the type of information required by staff who are retained
01.10	Evaluate the type of information required by staff who are made redundant
01.11	Assess the role of outplacement in redundancy
Understand the principles of redeployment	
02.01	Explain the concept of redeployment
02.02	Explain the legal requirements that relate to the management of redeployment
02.03	Explain the process for planning and managing a redeployment
02.04	Evaluate the type of information required by staff who are retained
02.05	Evaluate the type of information required by staff who are redeployed
02.06	Evaluate the benefits and limitations to an organisation of redeployment
02.07	Assess the role of project management techniques in the management of redeployment
Be able to manage a redundancy	
03.01	Evaluate the available options for avoiding a redundancy and their implications
03.02	Develop a redundancy plan and timetable that addresses redundancy objectives
03.03	Take action to ensure that redundancy payments are calculated accurately
03.04	Use an appropriate method for communicating the outcome of a redundancy decision
03.05	Make agreed support services available to those who have been made redundant
Be able to manage the redeployment of staff	
04.01	Explain to redeployees the reasons, purpose and benefits of redeployment
04.02	Develop a redeployment plan that addresses agreed objectives
04.03	Use an appropriate method for communicating about redeployment
04.04	Make agreed support services available to those being redeployed
04.05	Adhere to organisational policies and procedures, legal and ethical requirements for the redeployment of staff

Unit Specification
R/506/1999
 Manage a project



Qualification Framework: RQF
 Title : Manage a project
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 38
 Unit Credit Value : 7
 SSAs : 15.3 Business Management
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/1999 : Manage a project	
Understand the management of a project	
Assessment Criterion - The learner can:	
01.01	Explain how to carry out a cost-benefit analysis for a project
01.02	Evaluate the use of risk analysis techniques
01.03	Evaluate project planning and management tools and techniques
01.04	Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources
01.05	Analyse the requirements of project governance arrangements
Be able to plan a project	
02.01	Analyse how a project fits with an organisations overall vision, objectives, plans and programmes of work
02.02	Agree the objectives and scope of proposed projects with stakeholders
02.03	Assess the interdependencies and potential risks within a project
02.04	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
02.05	Develop proportionate and targeted plans to manage identified risks and contingencies
02.06	Apply project lifecycle approaches to the progress of a project
Be able to manage a project	
03.01	Allocate resources in accordance with the project plan
03.02	Brief project team members on their roles and responsibilities
03.03	Implement plans within agreed budgets and timescales
03.04	Communicate the requirements of the plans to those who will be affected
03.05	Revise plans in the light of changing circumstances in accordance with project objectives and identified risks
03.06	Keep stakeholders up to date with developments and problems
03.07	Complete close-out actions in accordance with project plans
03.08	Adhere to organisational policies and procedures, legal and ethical requirements when managing a project
Be able to evaluate the effectiveness of a project	
04.01	Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources
04.02	Evaluate the effectiveness of capturing and managing project-related knowledge
04.03	Report on the effectiveness of plans

Unit Specification
R/506/2909
 Recruitment, selection and induction practice



Qualification Framework: RQF
 Title : Recruitment, selection and induction practice
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 33
 Unit Credit Value : 6
 SSAs : 15.3 Business Management
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/2909 : Recruitment, selection and induction practice	
Understand the principles and theories underpinning recruitment, selection and induction practice	
Assessment Criterion - The learner can:	
01.01	Explain workforce planning techniques
01.02	Describe the information needed to identify recruitment requirements
01.03	Assess the impact of an organisations structure and culture on its recruitment and selection policies and practices
01.04	Analyse the factors involved in establishing recruitment and selection criteria
01.05	Evaluate the suitability of different recruitment and selection methods for different roles
01.06	Analyse patterns of employment that affect the recruitment of staff
01.07	Explain the factors to be taken into account when developing job specifications, personal specifications and job advertisements
01.08	Explain the induction process
01.09	Explain the relationship between human resource processes and the induction processes
Be able to recruit people into an organisation	
02.01	Determine current staffing needs
02.02	Identify current skills needs from identified staffing needs
02.03	Identify future workforce needs
02.04	Develop a resourcing plan that addresses identified needs within budgetary limitations
02.05	Evaluate the cost-effectiveness of different methods of recruitment for an identified role
02.06	Explain how recruitment policies and practices meet legal and ethical requirements
02.07	Select the most appropriate method of recruitment for identified roles
Be able to select appropriate people for the role	
03.01	Plan assessment processes that are valid and reliable
03.02	Provide those involved in the selection process with sufficient information to enable them to make informed decisions
03.03	Justify assessment decisions with evidence
03.04	Inform applicants of the outcome of the process in line with organisational procedures
03.05	Evaluate the effectiveness of the selection process
03.06	Adhere to organisational policies and procedures, legal and ethical requirements when carrying out selection assessments
Be able to induct people into an organisation	
04.01	Develop induction materials that meet operational and new starters needs
04.02	Explain to new starters organisational policies, procedures and structures
04.03	Explain to new starters their role and responsibilities
04.04	Explain to new starters their entitlements and where to go for help
04.05	Assess new starters training needs
04.06	Confirm that training is available that meets operational and new starters needs
04.07	Provide support that meets new starters needs throughout the induction period

Unit Specification
T/506/1820
Promote equality, diversity and inclusion in the workplace



Qualification Framework: RQF
Title : Promote equality, diversity and inclusion in the workplace
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 15
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/506/1820 : Promote equality, diversity and inclusion in the workplace	
Understand the organisational aspects of equality, diversity and inclusion in the workplace	
Assessment Criterion - The learner can:	
01.01	Explain the difference between equality, diversity and inclusion
01.02	Explain the impact of equality, diversity and inclusion across aspects of organisational policy
01.03	Explain the potential consequences of breaches of equality legislation
01.04	Describe nominated responsibilities within an organisation for equality, diversity and inclusion
Understand the personal aspects of equality, diversity and inclusion in the workplace	
02.01	Explain the different forms of discrimination and harassment
02.02	Describe the characteristics of behaviour that supports equality, diversity and inclusion in the workplace
02.03	Explain the importance of displaying behaviour that supports equality, diversity and inclusion in the workplace
Be able to support equality, diversity and inclusion in the workplace	
03.01	Ensure colleagues are aware of their responsibilities for equality, diversity and inclusion in the workplace
03.02	Identify potential issues relating to equality, diversity and inclusion in the workplace
03.03	Adhere to organisational policies and procedures, and legal and ethical requirements when supporting equality, diversity and inclusion in the workplace

Unit Specification
T/506/1980
Initiate and implement operational change



Qualification Framework: RQF
Title: Initiate and implement operational change
Unit Level: Level 4
Unit Sub Level: None
Guided Learning Hours: 19
Unit Credit Value: 4
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/506/1980 : Initiate and implement operational change	
Understand the implementation of operational change	
Assessment Criterion - The learner can:	
01.01	Explain sources of information indicating the need for change
01.02	Analyse the advantages and limitations of different project and change management techniques
01.03	Analyse the characteristics, strengths and weaknesses of evaluation techniques used in change management
Be able to plan for operational change	
02.01	Develop an operational plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources
02.02	Take action to ensure that colleagues are briefed on their roles, responsibilities and change objectives
02.03	Provide colleagues with the support needed to implement operational change
Be able to manage operational change	
03.01	Implement the change plan within the agreed timescale using available resources
03.02	Assess the significance of deviations from the change plan
03.03	Address interdependency issues and tensions that affect the achievement of change objectives
03.04	Assess the value and risks of unintended outcomes from operational change
03.05	Inform stakeholders of any unforeseen obstacles or problems and the actions that have been taken
Be able to evaluate the effectiveness of operational change	
04.01	Evaluate the effectiveness of operational change
04.02	Identify areas for improvement, justifying conclusions and recommendations with evidence
04.03	Communicate to stakeholders the lessons learned from the change

Unit Specification
T/506/1994
Conduct quality audits



Qualification Framework: RQF
Title : Conduct quality audits
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 21
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/506/1994 : Conduct quality audits	
Understand the principles underpinning the management of quality	
Assessment Criterion - The learner can:	
01.01	Analyse the principles of quality management
01.02	Analyse the purpose and requirements of a range of quality standards
01.03	Analyse the advantages and limitations of a range of quality techniques
01.04	Assess how the management of quality contributes to the achievement of organisational objectives
Be able to prepare to carry out quality audits	
02.01	Establish the quality requirements applicable to the work being audited
02.02	Develop a plan for a quality audit
02.03	Prepare the documentation needed to undertake a quality audit
02.04	Specify data requirements to those who will support the audit
Be able to conduct quality audits	
03.01	Confirm that any previously agreed actions have been implemented
03.02	Analyse information against agreed quality criteria
03.03	Identify instances where business processes, quality standards and/or procedures could be improved
03.04	Agree actions and timescales that will remedy non-conformance or non-compliance

Unit Specification

T/506/2059

Develop and manage collaborative relationships with other organisations



Qualification Framework : RQF

Title : Develop and manage collaborative relationships with other organisations

Unit Level : Level 5

Unit Sub Level : None

Guided Learning Hours : 28

Unit Credit Value : 5

SSAs : 15.3 Business Management

Unit Grading Structure : Pass

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

Unit: T/506/2059 : Develop and manage collaborative relationships with other organisations

Understand the principles of effective collaboration with other organisations

Assessment Criterion - The learner can:

01.01	Assess the nature of potential stakeholders interest and needs
01.02	Evaluate the strengths and weaknesses of stakeholder mapping techniques
01.03	Assess the value of a range of analytical techniques and alliance modelling
01.04	Evaluate the implications of collaborative relationships for risk and knowledge management
01.05	Evaluate the implications of collaborative relationships for the supply chain and sustainability of future working arrangements
01.06	Evaluate the components, use and likely effects of invoking an exit strategy

Be able to identify external collaborative relationships to be developed

02.01	Identify potential organisations that are likely to complement or enhance the work or reputation of the organisations involved
02.02	Analyse the potential synergies and scope for collaboration likely to benefit the organisations involved
02.03	Balance the benefits of collaboration against the cost requirements and any potentially adverse aspects
02.04	Justify decisions and recommendations with evidence

Be able to collaborate with other organisations

03.01	Agree mutually acceptable terms of reference
03.02	Develop a viable stakeholder engagement plan that is consistent with organisational strategy, objectives and values
03.03	Develop arrangements to manage relationships that will realise the benefits of collaboration
03.04	Collaborate within agreed terms of reference in a way that enhances the reputation of the organisation and fosters productive working relationships
03.05	Evaluate the effectiveness of on-going collaborative relationships

Unit Specification
Y/506/1924
Chair and lead meetings



Qualification Framework: RQF
Title: Chair and lead meetings
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 10
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/506/1924 : Chair and lead meetings	
Be able to prepare to lead meetings	
Assessment Criterion - The learner can:	
01.01	Identify the type, purpose, objectives, and background to a meeting
01.02	Identify those individuals expected, and those required to attend a meeting
01.03	Prepare for any formal procedures that apply to a meeting
01.04	Describe ways of minimising likely problems in a meeting
01.05	Take action to ensure that meeting documentation is prepared correctly and distributed to the agreed people within the agreed timescale
Be able to chair and lead meetings	
02.01	Follow business conventions in the conduct of a meeting
02.02	Facilitate meetings so that everyone is involved and the optimum possible consensus is achieved
02.03	Manage the agenda within the timescale of the meeting
02.04	Summarise the agreed actions, allocated responsibilities, timescales and any future arrangements
Be able to deal with post-meeting matters	
03.01	Take action to ensure that accurate records of a meeting are produced and distributed in the agreed format and timescale
03.02	Take action to ensure that post-meeting actions are completed
03.03	Evaluate the effectiveness of a meeting and identify points for future improvement

Unit Specification
Y/506/2068
Manage product and/or service development



Qualification Framework: RQF
Title : Manage product and/or service development
Unit Level : Level 5
Unit Sub Level : None
Guided Learning Hours : 23
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/506/2068 : Manage product and/or service development	
Understand the development of new or improved products and/or services	
Assessment Criterion - The learner can:	
01.01	Analyse the stages of the development process, product life cycle and their requirements
01.02	Explain the requirements of market segmentation
01.03	Analyse the factors affecting buyer behaviour
01.04	Evaluate the use of market analytical tools when developing new or improved products and/or services
Be able to establish the need for new or improved products and/or services	
02.01	Establish criteria by which the need for new or improved products and/or services will be evaluated
02.02	Evaluate customers and potential customers perceptions of the uses, value and quality of proposed products and/or services
02.03	Identify competitor activity that may have an impact on the market for new or improved products and/or services
02.04	Assess the likely impact of customers culture and behaviour on potential sales
Be able to manage the development of new or improved products and/or services	
03.01	Take action to ensure that proposals are consistent with organisational strategy, objectives and values
03.02	Assess the costs of developing new or improved products and/or services
03.03	Assess the viability of products and/or services by carrying out viability tests
03.04	Evaluate the degree of success of new or improved products and/or services

Unit Specification
A/502/8656
 Developing sales proposals



Qualification Framework: RQF
 Title : Developing sales proposals
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 30
 Unit Credit Value : 5
 SSAs : 15.4 Marketing and Sales
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/502/8656 : Developing sales proposals	
Understand how to write sales proposals	
Assessment Criterion - The learner can:	
01.01	Explain how to write a proposal that differentiates the offer from that of a competitor and promotes organisational strengths
01.02	Describe how to put together a persuasive argument based on quantitative and qualitative evidence
01.03	Explain the importance of addressing the brief in tender documentation
01.04	Explain the importance of using the house style in proposals
01.05	Explain the legal and ethical issues relating to sales proposals
01.06	Explain the clients procedures for submitting sales proposals
Be able to develop sales proposals	
02.01	Ensure the prospects or customers requirements are addressed in the proposal
02.02	Ensure that all identified issues requiring clarification are resolved before the proposal is finalised
02.03	Identify the conditions and constraints which need to be included within the proposal in order to protect the organisations interests
02.04	Present the proposal in house style
02.05	Ensure that the proposal is based on market factors
02.06	Provide the required level of detail as briefed by the prospect or customer
02.07	Ensure that the price reflects the value within the proposal
02.08	Gain internal approval before submission
02.09	Supply the proposal within the agreed timescale
Be able to evaluate the proposal	
03.01	Obtain feedback from colleagues and the customer on the proposal
03.02	Evaluate the outcome of the proposal and recommend improvements for the future

Unit Specification

A/506/1950

Contribute to the design and development of an information system



Qualification Framework: RQF

Title : Contribute to the design and development of an information system

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 23

Unit Credit Value : 5

SSAs : 15.2 Administration

Unit Grading Structure : Pass

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

Unit: A/506/1950 : Contribute to the design and development of an information system

Understand information system design requirements

Assessment Criterion - The learner can:

- | | |
|-------|---|
| 01.01 | Analyse the requirements, advantages and limitations of different ways of storing and managing information in an organisation |
| 01.02 | Assess the ways in which information can be used by an organisation |
| 01.03 | Evaluate the implications of data protection requirements for the design of an information system |

Be able to contribute to the specification of an information system

- | | |
|-------|--|
| 02.01 | Identify the users and stakeholders of an information system |
| 02.02 | Identify the information that will be managed within a system |
| 02.03 | Analyse the impact of budgetary constraints on the design of an information system |
| 02.04 | Specify the functionality of a system that is capable of delivering agreed requirements |
| 02.05 | Specify access and security restrictions and systems that meet the design specification of an information system |
| 02.06 | Identify resources needed to implement and operate the system |
| 02.07 | Adhere to organisational policies and procedures, legal and ethical requirements when contributing to the specification of an information system |

Be able to recommend options for the development of an information system

- | | |
|-------|---|
| 03.01 | Evaluate the advantages and limitations of proprietary and customised information systems |
| 03.02 | Evaluate the advantages and limitations of designing a system in-house and commissioning a system from an external source |
| 03.03 | Identify the implications of testing information systems before finalising the specification |
| 03.04 | Justify recommendations for the development of an information system based on an analysis of cost-effectiveness and functionality |

Unit Specification
D/502/8651
Prioritising information for sales planning



Qualification Framework: RQF
Title : Prioritising information for sales planning
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 20
Unit Credit Value : 3
SSAs : 15.4 Marketing and Sales
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: D/502/8651 : Prioritising information for sales planning	
Understand sources and types of information that support sales	
Assessment Criterion - The learner can:	
01.01	Describe the information about customers behaviour that is relevant to sales
01.02	Explain the nature of competitors sales activities
01.03	Explain the relevance of information from the external business environment to sales
01.04	Describe sources of business information relevant to sales
Understand internal information that supports sales	
02.01	Describe the customer base of the organisation
02.02	Explain organisational information storage procedures
02.03	Explain organisational procedures for communicating sales-based information to the sales team
Be able to carry out a business audit of the internal and external sales environment	
03.01	Obtain information about customers and competitors from a variety of sources to enable a business audit to be conducted
03.02	Organise sales information to support effective sales planning
03.03	Prioritise the internal strengths and weaknesses, and external opportunities and threats the organisation faces in relation to sales objectives
Be able to use sales information to support the sales planning function	
04.01	Monitor trends and developments that impact on business and sales activities against agreed criteria
04.02	Identify market developments and their implications for organisational sales plans
04.03	Ensure that sales information is communicated to those who need it in accordance with organisational procedures

Unit Specification
D/504/4056
 Manage Health and Safety in own area of responsibility



Qualification Framework : RQF

Title : Manage Health and Safety in own area of responsibility

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 15

Unit Credit Value : 5

SSAs : 1.4 Public Services, 14.1 Foundations For Learning and Life, 15.2 Administration, 15.3 Business Management, 15.4 Marketing and Sales

Unit Grading Structure : Pass

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

Unit: D/504/4056 : Manage Health and Safety in own area of responsibility	
Understand responsibilities and liabilities in relation to health and safety legislation	
Assessment Criterion - The learner can:	
01.01	Evaluate personal responsibilities and liabilities under health and safety legislation
01.02	Describe an organisations responsibilities and liabilities under health and safety legislation
01.03	Identify specialists to consult with when health and safety issues outside own remit are identified
Understand how to assess, monitor and minimise health and safety risks in own area of responsibility	
02.01	Describe the types of hazards and risks that may arise in relation to health and safety
02.02	Explain how to use systems for identifying hazards and assessing risks
02.03	Explain how to monitor, evaluate and report on health and safety within own area of responsibility
02.04	Describe the types of actions which should be undertaken to control or eliminate health and safety hazards.
Be able to review health and safety policy in own area of responsibility	
03.01	Review written health and safety policy against requirements for own area of responsibility
03.02	Communicate any recommendations for changes to health and safety policy to relevant individuals
Be able to communicate health and safety policy in own area of responsibility	
04.01	Communicate written health and safety policy to all people in own area of responsibility and other relevant parties
04.02	Ensure all people in own area of responsibility and other relevant parties understand written health and safety policy
Be able to monitor health and safety in own area of responsibility	
05.01	Evaluate systems for identifying and assessing health and safety hazards and risks within own area of responsibility
05.02	Assess working environment within own area of responsibility against organisations health and safety policy
05.03	Identify and evaluate non-compliance with health and safety policy and practices within own area of responsibility
05.04	Take appropriate action to eliminate or control identified hazards and identified risks
05.05	Evaluate health and safety requirements in project or operational plans within own area of responsibility

Unit Specification
D/506/1911
 Contribute to the improvement of business performance



Qualification Framework: RQF
 Title : Contribute to the improvement of business performance
 Unit Level : Level 3
 Unit Sub Level : None
 Guided Learning Hours : 33
 Unit Credit Value : 6
 SSAs : 15.2 Administration
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: D/506/1911 : Contribute to the improvement of business performance	
Understand the principles of resolving business problems	
Assessment Criterion - The learner can:	
01.01	Explain the use of different problem-solving techniques
01.02	Explain the organisational and legal constraints relating to problem-solving
01.03	Describe the role of stakeholders in problem-solving
01.04	Describe the steps in the business decision-making process
01.05	Analyse the implications of adopting recommendations and implementing decisions to solve business problems
Understand improvement techniques and processes	
02.01	Describe the purpose and benefits of continuous improvement
02.02	Analyse the features, use and constraints of different continuous improvement techniques and models
02.03	Explain how to carry out a cost-benefit analysis
02.04	Explain the importance of feedback from customers and other stakeholders in continuous improvement
Be able to solve problems in business	
03.01	Identify the nature, likely cause and implications of a problem
03.02	Evaluate the scope and scale of a problem
03.03	Analyse the possible courses of action that can be taken in response to a problem
03.04	Use evidence to justify the approach to problem-solving
03.05	Develop a plan and success criteria that are appropriate to the nature and scale of a problem
03.06	Obtain approval to implement a solution to a problem
03.07	Take action to resolve or mitigate a problem
03.08	Evaluate the degree of success and scale of the implications of a solved problem
Be able to contribute to the improvement of activities	
04.01	Identify the nature, scope and scale of possible contributions to continuous improvement activities
04.02	Measure changes achieved against existing baseline data
04.03	Calculate performance measures relating to cost, quality and delivery
04.04	Justify the case for adopting improvements identified with evidence
04.05	Develop standard operating procedures and resource plans that are capable of implementing agreed changes

Unit Specification
F/506/1951
Manage information systems



Qualification Framework: RQF
Title : Manage information systems
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 30
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: F/506/1951 : Manage information systems	
Understand the management of information systems	
Assessment Criterion - The learner can:	
01.01	Explain the uses of an information system
01.02	Describe typical information system interfaces
01.03	Analyse the implications of system updates and system developments to an organisation
01.04	Analyse the use of stakeholders feedback on the effectiveness of an information system
01.05	Evaluate the implications of data protection requirements for the management and use of an information system
Be able to set up information system processes	
02.01	Develop standard operating procedures for administrative processes that meet organisational and legal requirements
02.02	Implement management processes that are capable of identifying and resolving problems
02.03	Analyse users training needs for an information system
Be able to manage an information system	
03.01	Monitor the quality of information against agreed key performance indicators (KPIs)
03.02	Update information systems in line with business and users needs
03.03	Provide training and support in the use of information systems to users and stakeholders
03.04	Manage problems in the information system in a way that minimises disruption to business
03.05	Evaluate the effectiveness of an information system
03.06	Make recommendations for improvements that will enhance the efficiency of an information system
03.07	Adhere to organisational policies and procedures, legal and ethical requirements in the management of an information system

Unit Specification
F/506/2176
Review the quality of customer service



Qualification Framework: RQF
Title : Review the quality of customer service
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 20
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: F/506/2176 : Review the quality of customer service	
Understand how to review the quality of customer service	
Assessment Criterion - The learner can:	
01.01	Explain the value of measuring the quality of customer service
01.02	Analyse the criteria for and factors involved in setting customer service standards
01.03	Explain how to construct representative samples
01.04	Analyse methods of validating information and information sources
01.05	Explain how to set and use customer service performance metrics
01.06	Explain the use of customer feedback in the measurement of customer service
01.07	Analyse the advantages and disadvantages of a range of data analysis methods
Be able to plan the measurement of customer service	
02.01	Identify the features of customer service against which customer satisfaction can be measured
02.02	Select data collection methods that are valid and reliable
02.03	Specify monitoring techniques that measure customer satisfaction
02.04	Establish evaluation objectives and key performance indicators (KPIs) in the measurement of customer service
02.05	Specify the information to be collected
Be able to evaluate the quality of customer service	
03.01	Validate the information collected to identify useable data
03.02	Use information analysis methods that are appropriate to the nature of the information collected
03.03	Identify instances of effective customer service, shortfalls and gaps from the information analysis against agreed criteria
03.04	Develop recommendations that address identified areas for improvement supported by evidence

Unit Specification
H/506/1912
Negotiate in a business environment



Qualification Framework: RQF
Title : Negotiate in a business environment
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 18
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: H/506/1912 : Negotiate in a business environment	
Understand the principles underpinning negotiation	
Assessment Criterion - The learner can:	
01.01	Describe the requirements of a negotiation strategy
01.02	Explain the use of different negotiation techniques
01.03	Explain how research on the other party can be used in negotiations
01.04	Explain how cultural differences might affect negotiations
Be able to prepare for business negotiations	
02.01	Identify the purpose, scope and objectives of the negotiation
02.02	Explain the scope of their own authority for negotiating
02.03	Prepare a negotiating strategy
02.04	Prepare fall-back stances and compromises that align with the negotiating strategy and priorities
02.05	Assess the likely objectives and negotiation stances of the other party
02.06	Research the strengths and weaknesses of the other party
Be able to carry out business negotiations	
03.01	Carry out negotiations within responsibility limits in a way that optimises opportunities
03.02	Adapt the conduct of the negotiation in accordance with changing circumstances
03.03	Maintain accurate records of negotiations, outcomes and agreements made
03.04	Adhere to organisational policies and procedures, and legal and ethical requirements when carrying out business negotiations

Unit Specification
K/506/2169
Resolve customers problems



Qualification Framework: RQF
Title: Resolve customers' problems
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 19
Unit Credit Value: 4
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: K/506/2169 : Resolve customers problems	
Understand the monitoring and resolution of customers problems	
Assessment Criterion - The learner can:	
01.01	Assess the suitability of a range of techniques for monitoring customer problems
01.02	Explain how to use the resolution of customers problems to improve products and/or services
01.03	Explain how the successful resolution of customers problems contributes to customer loyalty and enhanced business performance
01.04	Explain the features of negotiating techniques used to resolve customers problems
Be able to deal with customers problems	
02.01	Confirm the nature and cause of customers problems
02.02	Explain when customers problems should be treated as complaints
02.03	Explain the benefits to customers and the organisation of the options available to solve problems
02.04	Explain the drawbacks to customers and the organisation of the options available to solve problems
02.05	Explain to customers the options for resolving their problems
02.06	Agree solutions that meet customers and organisational requirements within their own levels of authority
02.07	Inform colleagues of the nature of problems and actions taken
02.08	Evaluate the effectiveness of the resolution of customers problems
02.09	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with customers problems

Unit Specification
M/506/1959
Manage events



Qualification Framework: RQF
Title : Manage events
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 49
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1959 : Manage events	
Understand the management of an event	
Assessment Criterion - The learner can:	
01.01	Explain how organisational objectives will be met by an event
01.02	Explain the flexibilities and constraints of an events budget
01.03	Evaluate the use of project management techniques in event management
01.04	Analyse how models of contingency and crisis management can be applied to event management
01.05	Analyse the use of customer relationship management (CRM) systems to attract attendees
01.06	Evaluate the application of the principles of logistics to event management
01.07	Describe the insurance requirements of an event
Be able to manage the planning of an event	
02.01	Identify the purpose of an event and the key messages to be communicated
02.02	Identify target attendees for an event
02.03	Assess the impact of an event on an organisation and its stakeholders
02.04	Establish requirements for resources, location, technical facilities, layout, health and safety
02.05	Identify how event-related risks and contingencies will be managed
02.06	Develop an event plan that specifies objectives, success and evaluation criteria
02.07	Make formal agreements for what will be provided, by whom and when
02.08	Determine methods of entry, security, access and pricing
Be able to manage an event	
03.01	Manage the allocation of resources in accordance with the event management plan
03.02	Respond to changing circumstances in accordance with contingency plans
03.03	Deliver agreed outputs within the timescale
03.04	Manage interdependencies, risks and problems in accordance with the event management plan
03.05	Comply with the venue, insurance and technical requirements
03.06	Apply the principles and good practice of customer care when managing an event
03.07	Adhere to organisational policies and procedures, legal and ethical requirements when managing an event
Be able to follow up an event	
04.01	Ensure that all post-event leads or actions are followed up
04.02	Optimise opportunities to take actions that are likely to further business objectives
04.03	Evaluate the effectiveness of an event against agreed criteria

Unit Specification
M/506/2898
 Manage customer service operations



Qualification Framework: RQF
 Title : Manage customer service operations
 Unit Level : Level 4
 Unit Sub Level : None
 Guided Learning Hours : 23
 Unit Credit Value : 7
 SSAs : 15.2 Administration
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/2898 : Manage customer service operations	
Understand the management of customer service operations	
Assessment Criterion - The learner can:	
01.01	Explain the basis for allocating resources
01.02	Assess the suitability of a range of methods to monitor customer service operations
01.03	Explain the strategies needed to deliver seamless customer service
01.04	Explain techniques used to develop solutions to problems
01.05	Evaluate sources of information on customer performance data
01.06	Analyse a range of techniques to identify patterns and trends in customer behaviour and customer service performance
01.07	Analyse a range of possible improvements to customer service operations
Be able to plan customer service operations	
02.01	Define the service offer to meet identified customer expectations
02.02	Develop plans that will enable sustainable and consistent customer service operations to agreed standards
02.03	Develop contingencies that address identified risks
02.04	Specify targets, objectives, key performance indicators (KPIs) and monitoring arrangements
02.05	Communicate objectives, targets, standards and procedures to staff
Be able to manage customer service operations	
03.01	Allocate resources according to agreed priorities
03.02	Keep staff informed of developments in the customer service offer
03.03	Keep staff informed of developments in best practice for the delivery of customer service
03.04	Maintain positive working relationships amongst staff
03.05	Carry out monitoring activities in accordance with plans
03.06	Manage deviations from expected performance and service failures in accordance with contingency plans
03.07	Use feedback from staff and customers to make improvements
03.08	Take action within the limits of their responsibility to make improvements to customer service performance
Be able to prepare staff for the delivery of customer service	
04.01	Confirm that staff understand the vision, objectives, roles, plans, standards and procedures to deliver customer service
04.02	Provide training and support that will enable staff to deliver customer service to the required standards
04.03	Communicate to staff their roles, responsibilities and work plans in line with delivery plans
Be able to measure customer service performance	
05.01	Take action to ensure that systems to collect agreed performance data are in place
05.02	Identify trends of customer behaviour and customer service performance from performance data
05.03	Benchmark performance against agreed measures
05.04	Address identified anomalies and problems
05.05	Identify areas for improvement within customer service

Unit Specification
R/506/2151
Resolve customers complaints



Qualification Framework: RQF
Title: Resolve customers' complaints
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 22
Unit Credit Value: 4
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/2151 : Resolve customers complaints	
Understand the monitoring and resolution of customers complaints	
Assessment Criterion - The learner can:	
01.01	Assess the suitability of a range of monitoring techniques for customers complaints
01.02	Explain how to identify those complaints that should prompt a review of the service offer and service delivery
01.03	Explain negotiating techniques used to resolve customers complaints
01.04	Explain conflict management techniques used in dealing with upset customers
01.05	Explain organisational procedures for dealing with customer complaints
01.06	Explain when to escalate customers complaints
01.07	Explain the cost and regulatory implications of admitting liability on the basis of a customer complaint
01.08	Explain the advantages and limitations of offering compensation or replacement products and/or services
Be able to deal with customers complaints	
02.01	Confirm the nature, cause and implications of customers complaints
02.02	Take personal responsibility for dealing with complaints
02.03	Communicate in a way that recognises customers problems and understands their points of view
02.04	Explain the advantages and limitations of different complaint response options to customers
02.05	Explain the advantages and limitations of different complaint response options to the organisation
02.06	Keep customers informed of progress
02.07	Agree solutions with customers that address the complaint and which are within the limits of their own authority
02.08	Record the outcome of the handling of complaints for future reference
02.09	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with customers complaints

Unit Specification
Y/502/9927
Analyse competitor activity



Qualification Framework: RQF
Title: Analyse competitor activity
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 3
Unit Credit Value: 3
SSAs: 15.4 Marketing and Sales
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/502/9927 : Analyse competitor activity	
Be able to identify competitor activity	
Assessment Criterion - The learner can:	
01.01	Identify organisations competing for the same customers
01.02	Identify potentially threatening competitor activity
01.03	Identify competitors objectives
01.04	Identify valid sources of information on competitors and their activity
01.05	Explain the advantages and disadvantages of sources of information on competitors and their activity
Be able to determine the nature of the threat posed by competitor activity	
02.01	Assess the strengths and weaknesses of competitor activity against agreed criteria
02.02	Assess the strengths and weaknesses of competitors products and/or services against agreed criteria
02.03	Determine the nature and extent of the possible threat posed by competitor activity and products and/or services