

Qualification Specification

601/3691/1

iCQ Level 5 NVQ Diploma in Management
and Leadership (RQF)



Qualification Details

Title : iCQ Level 5 NVQ Diploma in Management and Leadership (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 5
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 : 30
Minimum Guided Learning Hours : 237
Maximum Guided Learning Hours : 318
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: 22 credits from Mandatory Group A and a minimum of 23 credits from Optional Group B. A maximum of 8 credits can come from Optional Group C.
Age Ranges : Pre-16 : No; 16-18 : No; 18+ : Yes; 19+ : Yes

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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	22	22
B) Optional Group B	Yes	25	4	0	23	0
C) Optional Group C	No	8	1	0	0	8

Group A Mandatory Group A

URN	Title	Level	GLH	Credit
A/506/2046	Contribute to the development of a strategic plan	5	31	5
D/506/2055	Design business processes	5	23	5
H/506/2056	Manage strategic change	5	25	7
L/506/1953	Provide leadership and management	4	28	5

Group B Optional Group B

URN	Title	Level	GLH	Credit
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
D/506/2959	Lead the development of a knowledge management strategy	7	33	7
F/506/1982	Develop working relationships with stakeholders	4	20	4
F/506/2064	Optimise the use of technology	5	29	6
F/506/2114	Lead the development of a continuous improvement strategy	7	28	5
J/506/1949	Develop and maintain professional networks	4	15	3
J/506/2048	Establish business risk management processes	5	29	5
J/506/2101	Lead the development of a quality strategy	7	20	4
J/506/2907	Manage the impact of work activities on the environment	4	30	4
K/506/1989	Manage physical resources	4	26	4
K/506/1992	Prepare for and support quality audits	4	17	3
L/506/1984	Manage a tendering process	4	21	4
L/506/2004	Manage business risk	4	27	6
L/506/2293	Manage strategic marketing activities	5	28	7
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/506/2053	Promote equality of opportunity, diversity and inclusion	5	26	5
R/506/2909	Recruitment, selection and induction practice	4	33	6
T/506/1994	Conduct quality audits	4	21	3
T/506/2059	Develop and manage collaborative relationships with other organisations	5	28	5
Y/506/1955	Develop and implement an operational plan	4	24	5
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
F/506/1951	Manage information systems	4	30	6
F/506/2176	Review the quality of customer service	4	20	4
M/506/1959	Manage events	4	49	6
M/506/2898	Manage customer service operations	4	23	7

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
H/506/2056
Manage strategic change



Qualification Framework: RQF
Title: Manage strategic change
Unit Level: Level 5
Unit Sub Level: None
Guided Learning Hours: 25
Unit Credit Value: 7
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: H/506/2056 : Manage strategic change	
Understand the management and evaluation of change	
Assessment Criterion - The learner can:	
01.01	Evaluate the characteristics and application of a range of change management models for different organisational structures
01.02	Analyse stakeholder mapping techniques used for managing and evaluating change
01.03	Analyse techniques to evaluate change
01.04	Evaluate the relationship between change management, business continuity and crisis management
Be able to plan for strategic change	
02.01	Assess the reasons for, scope and inherent risks of a required change
02.02	Evaluate the influences of the internal and external environment on a change
02.03	Analyse the ethical dimensions of a change
02.04	Identify viable alternative strategies for achieving a desired change
02.05	Justify with evidence the selected strategy to be taken to manage a change
02.06	Develop a plan that specifies specific, measurable, achievable, realistic and time-bound objectives and resources
02.07	Develop a stakeholder engagement plan that addresses their needs and concerns
02.08	Specify mechanisms for the management of risks and interdependencies that are capable of meeting strategic objectives
Be able to manage strategic change	
03.01	Allocate resources and responsibilities in accordance with the plan
03.02	Take action to ensure the change plan is implemented in accordance with organisational values and procedures
03.03	Take action to ensure operational plans are not compromised by the introduction of change and remain capable of delivering the strategy
03.04	Take into account the on-going commitment of stakeholders to a change and its implications
03.05	Manage friction between stakeholders needs and interdependencies in accordance with the change plan
Be able to evaluate strategic change	
04.01	Establish valid evaluation criteria that are capable of measuring the effects of change
04.02	Select and use evaluation tools and techniques that are appropriate to the nature of change
04.03	Evaluate aspects of change that were successful and ascertain why other aspects were not successful
04.04	Justify recommendations made with valid evidence
04.05	Identify the implications for knowledge management systems and processes

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
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

D/506/2959

Lead the development of a knowledge management strategy



Qualification Framework: RQF

Title: Lead the development of a knowledge management strategy

Unit Level: Level 7

Unit Sub Level: None

Guided Learning Hours: 33

Unit Credit Value: 7

SSAs: 15.3 Business Management

Unit Grading Structure: Pass

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

Unit: D/506/2959 : Lead the development of a knowledge management strategy	
Understand the principles underpinning knowledge management	
Assessment Criterion - The learner can:	
01.01	Analyse the value of knowledge management
01.02	Evaluate the advantages and disadvantages of a range of models of knowledge management
01.03	Assess the role of staff in the development of a knowledge management strategy
01.04	Assess the nature of knowledge management as a strategic asset
01.05	Characterise different knowledge management approaches and schools of thought
01.06	Analyse different frameworks and dimensions of knowledge management and the use and implications of push and pull strategies
01.07	Analyse the use of technology to manage knowledge
Be able to develop a knowledge management strategy	
02.01	Identify the scope for the creation, development, sharing and transfer of knowledge
02.02	Take action to ensure the strategy identifies business-critical knowledge, facilitates the creation, maintenance and sharing of knowledge and addresses hindrances and risks
02.03	Take action to ensure the strategy provides a framework for addressing business-critical needs and addresses all aspects of an organisations environment
02.04	Specify standards, processes and protocols that support knowledge creation, sharing and protection
Be able to manage knowledge	
03.01	Implement systems and procedures that protect intellectual property from unauthorised use
03.02	Evaluate the capability and capacity of existing information, knowledge and communications systems to meet current and predicted needs
03.03	Select technologies and suppliers that are capable of meeting current and likely future information, knowledge and communications needs within required security and resource constraints
Be able to promote knowledge management	
04.01	Encourage managers to act as knowledge management role models
04.02	Use communications media that are appropriate to the nature of the organisation

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
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

F/506/2114

Lead the development of a continuous improvement strategy



Qualification Framework: RQF

Title: Lead the development of a continuous improvement strategy

Unit Level: Level 7

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: F/506/2114 : Lead the development of a continuous improvement strategy	
Understand the principles underpinning the development of a continuous improvement strategy	
Assessment Criterion - The learner can:	
01.01	Define the scope of continuous improvement and its relationship with other systems
01.02	Distinguish between continuous and continual improvement
01.03	Evaluate a range of approaches to continuous improvement and the principles on which they are built
01.04	Evaluate the implications of staff involvement in continuous improvement
01.05	Analyse the development of continuous improvement
Be able to develop a continuous improvement strategy	
02.01	Identify the scope of a continuous improvement strategy
02.02	Devise a strategy that is capable of evaluating business performance and identifying areas that could be improved
02.03	Establish valid measures for evaluating business performance
02.04	Establish systems for collecting and assessing information on business performance
02.05	Foster a culture where people are encouraged to make suggestions for improvement
Be able to manage continuous improvement	
03.01	Implement systems and procedures that are capable of measuring business performance
03.02	Benchmark performance against historical data, other comparable organisations
03.03	Take action to ensure that knowledge and understanding is fed into the knowledge management system
03.04	Take action to ensure that improvements made align with business objectives and values

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/506/2048
Establish business risk management processes



Qualification Framework: RQF
Title: Establish business risk management processes
Unit Level: Level 5
Unit Sub Level: None
Guided Learning Hours: 29
Unit Credit Value: 5
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/2048 : Establish business risk management processes	
Understand business risk management models and techniques	
Assessment Criterion - The learner can:	
01.01	Analyse standards relating to the management of business risk
01.02	Analyse the factors influencing different types of risk
01.03	Evaluate the relationship between risk management, business continuity and crisis management
01.04	Evaluate a range of scenario planning and crisis management models
01.05	Analyse methods of calculating risk probability
01.06	Analyse the effectiveness of a range of risk monitoring techniques
01.07	Analyse the significance of risk governance structures and ownership
Be able to develop business risk management processes	
02.01	Review periodically the effectiveness of risk management strategy, policy and criteria
02.02	Take action to ensure that risk profiles remain current and relevant
02.03	Develop viable and affordable risk management processes that are consistent with business needs and the degree of potential impact of the risk
02.04	Develop contingency and business disruption processes that are commensurate with the degree of risk to business as usual and organisational reputation
02.05	Take action to ensure that risk management processes are integrated into operational plans and activities
Be able to evaluate the effectiveness of business risk management processes	
03.01	Appraise the suitability of a range of risk evaluation techniques to business risk management
03.02	Evaluate risk using valid quantitative and qualitative information
03.03	Identify areas for improvement in identifying and managing risk
03.04	Encourage a culture that accepts and manages risk

Unit Specification
J/506/2101
Lead the development of a quality strategy



Qualification Framework: RQF
Title: Lead the development of a quality strategy
Unit Level: Level 7
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/506/2101 : Lead the development of a quality strategy	
Understand the principles underpinning the development of a quality strategy	
Assessment Criterion - The learner can:	
01.01	Define the scope of quality
01.02	Distinguish between quality management, quality assurance, quality control and quality improvement
01.03	Evaluate a range of approaches to quality management and the principles on which they are built
01.04	Analyse the development of quality management principles
01.05	Evaluate the requirements of a range of quality standards
Be able to develop a quality strategy	
02.01	Identify the scope of a quality strategy
02.02	Devise a strategy that is capable of assuring and controlling the quality of work to agreed standards
02.03	Specify standards, processes and protocols that support the maintenance of quality standards
02.04	Evaluate the use of technology to manage quality for different purposes
Be able to manage quality	
03.01	Implement systems and procedures that are capable of monitoring quality standards
03.02	Evaluate the capability and capacity of systems to meet current and predicted quality needs
03.03	Select technologies and suppliers that are capable of meeting current and likely future quality needs within constraints

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

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/506/1984
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
L/506/2293
Manage strategic marketing activities



Qualification Framework: RQF
Title: Manage strategic marketing activities
Unit Level: Level 5
Unit Sub Level: None
Guided Learning Hours: 28
Unit Credit Value: 7
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/2293 : Manage strategic marketing activities	
Understand the strategic management of marketing activities	
Assessment Criterion - The learner can:	
01.01	Analyse concepts underpinning strategic marketing in business practice
01.02	Assess the scope of strategic marketing activities and how they affect a business
01.03	Evaluate the relationship between the marketing and other business functions
01.04	Analyse the planning principles involved in developing a marketing strategy
01.05	Analyse a range of tools to evaluate a strategic marketing plan
01.06	Explain the advantages and limitations of a range of marketing strategies
Be able to evaluate a market	
02.01	Evaluate existing and potential markets against agreed strategic criteria
02.02	Identify features of actual and potential offerings through an evaluation of competitors products and/or services
Be able to develop a marketing communications strategy and plan	
03.01	Evaluate a range of marketing communications frameworks
03.02	Define marketing messages that are consistent with strategic objectives, organisational culture and values
03.03	Specify communications media that are likely to reach the identified target customers
03.04	Integrate marketing communications within operational processes
Be able to manage strategic marketing activities	
04.01	Set pricing strategies that are consistent with organisational strategy, objectives and values and which optimise the potential for sales
04.02	Manage the implementation of marketing strategies, plans and activities in accordance with organisational policies, values and priorities
04.03	Monitor the performance of products and/or services and subcontractors against agreed success criteria
04.04	Adapt marketing strategies, plans and activities in the light of feedback and/or changing circumstances

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/506/2053
Promote equality of opportunity, diversity and inclusion



Qualification Framework: RQF
Title: Promote equality of opportunity, diversity and inclusion
Unit Level: Level 5
Unit Sub Level: None
Guided Learning Hours: 26
Unit Credit Value: 5
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/2053 : Promote equality of opportunity, diversity and inclusion	
Understand the principles underpinning equality, diversity and inclusion in the workforce	
Assessment Criterion - The learner can:	
01.01	Analyse the development of equality, diversity and inclusion policies and practices in the workforce
01.02	Evaluate the application of approaches to equal opportunities
01.03	Evaluate the impact of equality, diversity and inclusion policy on workforce performance
01.04	Evaluate methods of managing ethical conflicts
01.05	Evaluate the business benefits of effective equality, diversity and inclusion policies and practices
01.06	Evaluate the impact of equality, diversity and inclusion on organisational practices
01.07	Evaluate the requirements of legislation, regulation and codes of practice affecting equality, diversity and inclusion in the workforce
Be able to evaluate organisational strategies, policies and practices which address equality, diversity and inclusion requirements	
02.01	Identify the extent to which equality, diversity and inclusion strategies, policies and practices are fit for purpose
02.02	Identify strengths and weaknesses by benchmarking organisational equality, diversity and inclusion policies and practices internally and externally
02.03	Identify a range of areas for improvement in human resource practices, organisational systems, procedures and/or processes
02.04	Appraise the basis for setting criteria to evaluate the effectiveness of equality, diversity and inclusion strategies, policies and practices
Be able to promote equality, diversity and inclusion policies and practices	
03.01	Devise a communications strategy and plan that covers everyone within their area of responsibility
03.02	Use communication media that are appropriate to the nature and structure of the organisation when promoting equality, diversity and inclusion
03.03	Take action to ensure that equality, diversity and inclusion policies and practices are embedded in business practices
03.04	Promote a culture where actual and potential discrimination is challenged
03.05	Take action to ensure that organisational procedures, culture and values reinforce good practices and encourage people to challenge discrimination

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/506/1994
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/506/1955
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
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
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
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