

Qualification Specification

601/6892/4

iCQ Level 7 NVQ Diploma in Strategic Management and Leadership (RQF)



Qualification Details

Title : iCQ Level 7 NVQ Diploma in Strategic Management and Leadership (RQF)
Awarding Organisation : [iCan Qualifications Limited](#)
Fees Price List Url : <https://icanqualify.net>
Qualification Type : RQF
Qualification Sub Type : None
Qualification Level : Level 7
Qualification Sub Level : None
EQF Level : Level 7
Regulation Start Date : 29-Jul-2015
Operational Start Date : 01-Aug-2015
Offered In England : Yes
Offered In Wales : Yes
Offered In Northern Ireland : Yes
Assessment Language In English : Yes
Assessment Language In Welsh : No
Assessment Language In Irish : No
SSA : 15.3 Business Management
Purpose : D. Confirm occupational competence and/or 'licence to practice'
Sub Purpose : D1. Confirm competence in an occupational role to the standards required
Total Credits : 45
Min Credits at/above Level : 35
Minimum Guided Learning Hours : 223
Maximum Guided Learning Hours : 278
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 45 credits. Learners must achieve 16 credits from the mandatory units in Group A and 29 credits from the optional units in Group B.
Age Ranges : Pre-16 : No; 16-18 : No; 18+ : No; 19+ : Yes
Qualification Objective : This qualification is for those who are working in a strategic management position and who wish to develop their skills and knowledge further

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
OG) Overarching Group	Yes	0	2	2	45	0
└─ A) Mandatory units	Yes	3	3	3	16	16
└─ B) Optional units	Yes	15	5	0	29	0

Group A Mandatory units

URN	Title	Level	GLH	Credit
A/506/2077	Execute a strategic business plan	7	29	5
K/506/2074	Develop a strategic business plan	7	31	5
R/506/2117	Provide strategic leadership and direction	7	39	6

Group B Optional units

URN	Title	Level	GLH	Credit
A/506/2080	Manage strategic human resources	7	23	5
D/506/2055	Design business processes	5	23	5
D/506/2959	Lead the development of a knowledge management strategy	7	33	7
F/506/2064	Optimise the use of technology	5	29	6
F/506/2078	Establish organisational governance controls	7	26	4
F/506/2114	Lead the development of a continuous improvement strategy	7	28	5
J/506/2048	Establish business risk management processes	5	29	5
J/506/2079	Shape organisational culture and values	7	35	5
J/506/2082	Obtain financial resources	7	20	6
J/506/2101	Lead the development of a quality strategy	7	20	4
L/506/2293	Manage strategic marketing activities	5	28	7
R/506/2053	Promote equality of opportunity, diversity and inclusion	5	26	5
T/506/2059	Develop and manage collaborative relationships with other organisations	5	28	5
Y/506/2068	Manage product and/or service development	5	23	5
Y/506/2071	Develop a business strategy	7	41	6

Unit Specification
A/506/2077
 Execute a strategic business plan



Qualification Framework: RQF
 Title : Execute a strategic business plan
 Unit Level : Level 7
 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: A/506/2077 : Execute a strategic business plan	
Understand the principles underpinning the execution of a strategic business plan	
Assessment Criterion - The learner can:	
01.01	Analyse the concepts of empowerment, authority, responsibility, accountability and delegation and their implications for different types of organisational structure
01.02	Evaluate the advantages and disadvantages of centralised and decentralised structures
01.03	Assess the place of change management within strategy execution
01.04	Analyse the principles of business process re-engineering
01.05	Evaluate the application of project management techniques to monitoring the execution of a strategic business plan
01.06	Evaluate the scope of tools for monitoring strategic performance
01.07	Evaluate the advantages and limitations of a range of evaluation techniques
Be able to implement a strategic business plan	
02.01	Develop the vision and objectives of a strategic business plan
02.02	Delegate responsibilities to individuals who are authorised to put the strategy into action
02.03	Allocate resources in accordance with priorities
02.04	Monitor the progress of the implementation against the evaluation plan, key performance indicators (KPIs) and evaluation criteria
02.05	Take prompt action in the event of problems arising
Be able to evaluate a strategic business plan	
03.01	Justify an evaluation approach that is appropriate for the nature of the business and the purpose of the evaluation
03.02	Evaluate the extent of success of the strategy against evaluation criteria
03.03	Identify the reasons for successes and failures
03.04	Identify the degree of fit between an organisations strategy and its structure

Unit Specification
K/506/2074
 Develop a strategic business plan



Qualification Framework: RQF
 Title : Develop a strategic business plan
 Unit Level : Level 7
 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: K/506/2074 : Develop a strategic business plan	
Understand the principles underpinning the development of a strategic business plan	
Assessment Criterion - The learner can:	
01.01	Evaluate a range of strategic planning theories and models
01.02	Analyse the principles of resource management
01.03	Evaluate the principles of capital investment appraisal
01.04	Evaluate the role of stakeholders in the development of strategic business plans
01.05	Explain how to involve stakeholders in the development of strategic business plans
Be able to prepare for business strategy implementation	
02.01	Prioritise strategic objectives in a way that is consistent with an organisations vision and values
02.02	Identify programmes of activity that are capable of achieving strategic objectives
02.03	Develop risk management plans that address identified and likely potential risks
02.04	Identify current and likely future resource requirements
02.05	Assess the costs and benefits of different approaches to strategy implementation
02.06	Develop policies that are consistent with the strategy and vision and which are capable of meeting the objectives
02.07	Set meaningful and realistic Key Performance Indicators (KPIs) and evaluation criteria
Be able to develop plans to deliver the business strategy	
03.01	Take action to ensure the strategic plan is comprehensive in its coverage of products and/or services, quality, Human Resources, finance and marketing
03.02	Take action to ensure that organisational structures and processes are capable of delivering the plan
03.03	Develop plans to manage the supply chain, interdependencies and the potential for friction
03.04	Address any legal or ethical requirements
03.05	Articulate the business plan and gain the support of stakeholders

Unit Specification
R/506/2117
 Provide strategic leadership and direction



Qualification Framework: RQF
 Title : Provide strategic leadership and direction
 Unit Level : Level 7
 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: R/506/2117 : Provide strategic leadership and direction	
Understand the characteristics underpinning strategic leadership and direction	
Assessment Criterion - The learner can:	
01.01	Assess the implications of corporate strategy and organisational development on organisational structures and workforce composition
01.02	Evaluate the influence of strategic choice on the structure, culture, leadership and direction of an organisation
01.03	Evaluate the role of strategic leadership and direction when operating in turbulent markets and periods of significant change
01.04	Analyse the characteristics and suitability of a range of leadership styles used to provide strategic direction
01.05	Evaluate the nature, influence and implications of an empowerment strategy
Be able to provide leadership and direction to achieve organisational objectives	
02.01	Evaluate the impact of leadership styles on strategic decisions
02.02	Align business processes to the achievement of strategic goals
02.03	Evaluate the impact of operational and financial strategies and objectives on internal and external stakeholders
02.04	Apply strategies to motivate employees and enhance their performance
Be able to evaluate the effectiveness of the leadership and direction of an organisation	
03.01	Evaluate tools and processes used to measure the performance of a business and its people
03.02	Benchmark an organisations performance against its competitors
03.03	Evaluate the effectiveness of an organisations employee engagement and employee relations strategies
03.04	Evaluate the environmental and social impact of an organisation
03.05	Identify areas for improvement in strategies relating to operational performance and the leadership of people
03.06	Identify areas for improvement in strategies relating to the social and environmental impact of an organisation

Unit Specification
A/506/2080
 Manage strategic human resources



Qualification Framework: RQF
 Title : Manage strategic human resources
 Unit Level : Level 7
 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: A/506/2080 : Manage strategic human resources	
Understand strategic workforce planning	
Assessment Criterion - The learner can:	
01.01	Analyse the evolution of strategic human resource management theories
01.02	Assess the scope of current and future skills needs of an organisation
01.03	Evaluate the strategic implications of planning and recruitment decisions
01.04	Analyse the use of strategic planning tools to forecast and identify workforce requirements
01.05	Take action to ensure that plans address current and future needs in terms of the sufficiency and mix of skills, knowledge and flexibility of the workforce
01.06	Evaluate the contribution of workforce planning to business success
Be able to optimise retention in an organisation	
02.01	Benchmark retention rates against historical performance and relevant industry sectors
02.02	Evaluate the strengths, weaknesses and shortfalls of the skill mix
02.03	Evaluate the factors affecting turnover
02.04	Review how the coherence and effectiveness of policies and practices contributes to retention
02.05	Evaluate how policies, practices and benefits may be adapted in the light of feedback
Be able to manage human resources strategically	
03.01	Analyse an organisations business strategy and future intentions
03.02	Develop a human resource strategy that addresses an organisations strategic objectives and priorities
03.03	Analyse the role of employee engagement in a human resources strategy
03.04	Evaluate the effectiveness of a human resources strategy against agreed evaluation criteria
03.05	Make recommendations for improvement that are aligned with the overall business strategy

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
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/506/2064
 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/506/2078
 Establish organisational governance controls



Qualification Framework: RQF
 Title: Establish organisational governance controls
 Unit Level: Level 7
 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: F/506/2078 : Establish organisational governance controls	
Understand the nature of compliance and non-compliance with governance requirements	
Assessment Criterion - The learner can:	
01.01	Analyse the scope and types of compliance and non-compliance
01.02	Evaluate the seriousness of instances of non-compliance
01.03	Assess the way in which the structure and culture of an organisation influences attitudes to compliance
Understand the legal and regulatory framework affecting businesses	
02.01	Appraise different models of governance structures and their implications
02.02	Analyse the roles of those within an organisations governing body
02.03	Analyse the legal and regulatory requirements for a range of statutory reports
02.04	Analyse an organisations potential scope of non-compliance
02.05	Analyse the responsibility for individual and corporate non-compliance
02.06	Clarify the distinctions between statutory and regulatory requirements and codes of practice
02.07	Appraise the role of overseas bodies and their influence of an organisations business
02.08	Evaluate the concept, application and implications of good governance
Be able to establish governance controls	
03.01	Analyse an organisations governance requirements for legal, regulatory, ethical and social matters
03.02	Establish controls that are capable of ensuring the probity of an organisations activities
03.03	Resolve tensions between an organisations governance requirements and those of its stakeholders
03.04	Analyse the extent of an organisations compliance with legal requirements and assess the potential consequences
03.05	Take action commensurate with the nature of the non-compliance and associated consequences

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/506/2048
 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/506/2079
 Shape organisational culture and values



Qualification Framework: RQF
 Title: Shape organisational culture and values
 Unit Level: Level 7
 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: J/506/2079 : Shape organisational culture and values	
Understand organisational culture and values	
Assessment Criterion - The learner can:	
01.01	Define the scope of organisational culture and its effect on individual and organisational behaviour
01.02	Evaluate theories and models of organisational cultures and values
01.03	Evaluate the drivers to the development of organisational values in different types of organisation
01.04	Evaluate ethical dimensions of organisational culture and values
01.05	Evaluate organisational communication perspectives
01.06	Assess the role of change management techniques in developing positive organisational cultures and values
01.07	Analyse the potential for friction between organisational values and individuals values
Be able to influence organisational culture and values	
02.01	Characterise the nature, strengths and weaknesses of organisational culture, sub-cultures and values within an organisation
02.02	Identify the way in which organisational culture and values could be enhanced
02.03	Identify the factors that influence organisational culture and values
02.04	Assess the effect of different organisational cultures and values on business performance and an organisations place in the market
02.05	Develop a vision, strategy and structures for influencing organisational culture and values
02.06	Use leadership, interpersonal and communication skills and tools to influence organisational culture and values positively

Unit Specification
J/506/2082
Obtain financial resources



Qualification Framework: RQF
Title: Obtain financial resources
Unit Level: Level 7
Unit Sub Level: None
Guided Learning Hours: 20
Unit Credit Value: 6
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/2082 : Obtain financial resources	
Understand methods of raising finance	
Assessment Criterion - The learner can:	
01.01	Evaluate a range of methods of raising finance
01.02	Evaluate the application of decision making techniques and tools
01.03	Analyse the requirements of, and influences on, investment appraisal
01.04	Analyse the constraints on raising finance
01.05	Evaluate the factors which influence an organisations capability to raise finance
Be able to identify the need for financial resources	
02.01	Calculate the cost of activities and overheads needed to deliver the business strategy and objectives
02.02	Assess a range of options for delivering business objectives against agreed criteria
02.03	Prepare a business case for financial resources including objectives, benefits, proposed methods, timescales, costs, assumptions, risks, contingency plans and evaluation arrangements
02.04	Take action to obtain support for the business case from relevant stakeholders
Be able to obtain financial resources	
03.01	Select a source of finance based on its terms, risks, and other relevant business factors
03.02	Agree a contract that specifies amounts, interest, payback terms, timescales and any other agreement that may affect the organisation

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
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
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

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/506/2068
 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
Y/506/2071
 Develop a business strategy



Qualification Framework: RQF
 Title : Develop a business strategy
 Unit Level : Level 7
 Unit Sub Level : None
 Guided Learning Hours : 41
 Unit Credit Value : 6
 SSAs : 15.3 Business Management
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/506/2071 : Develop a business strategy	
Understand the principles underpinning the development of a business strategy	
Assessment Criterion - The learner can:	
01.01	Analyse the components and scope of strategy and its links with other aspects of business
01.02	Evaluate the use of environmental scanning techniques and scenario planning models
01.03	Assess the use of economic forecasting data for strategy development purposes
01.04	Analyse the use of decision making tools and techniques
01.05	Evaluate a range of perspectives and approaches to business strategy development
01.06	Analyse the usefulness of strategic planning tools and theories
01.07	Assess the relationship between strategy analysis and strategic choice
01.08	Analyse the value of variable pricing strategies at different stages of an organisations lifecycle
Be able to evaluate an organisations operating environment	
02.01	Evaluate the impact of political, economic, social, technological, legal, ethical and environmental factors on an organisation and its markets
02.02	Analyse competitor activity, their products and/or services
02.03	Characterise the scope and nature of stakeholders interests
02.04	Identify and assess market value and potential in existing and potential markets
02.05	Model a range of scenarios relating to an organisations intended market position
Be able to develop a strategic vision	
03.01	Formulate a strategic vision that takes account of the operating environment and stakeholders expectations
03.02	Take action to ensure the strategic vision is consistent with the organisations purpose, its values and long term goals
03.03	Specify stakeholders roles and responsibilities in strategy development
03.04	Articulate the strategic vision and its practical application to business across the organisation
Be able to develop a business strategy	
04.01	Benchmark the organisations place in the market and in its lifecycle
04.02	Identify an organisations competitive edge(s)
04.03	Develop a strategy that is viable and is consistent with the organisations strategic vision, mission and values
04.04	Evaluate a range of models to deliver the strategy
04.05	Evaluate the extent to which existing organisational structures and processes are capable of delivering the strategy