

Management and Leadership

Level 4 QCF units

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Title	Develop and maintain professional networks	
Skills CFA Reference	M&L 25	
Level	4	
Credit Value	3	
GLH	15	
Unit Reference No.	J/506/1949	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles of effective networking	1.1 Describe the interpersonal skills needed for effective networking 1.2 Explain the basis on which to choose networks to be developed 1.3 Evaluate the role of shared agendas and conflict management in relationship-building 1.4 Evaluate the role of the internet in business networking 1.5 Assess the importance of following up leads and actions 1.6 Analyse ethical issues relating to networking activities	
2. Be able to identify professional networks for development	2.1 Identify potential networks for professional development from an analysis of their benefits compared with individual needs and aspirations 2.2 Shortlist networks for development against defined criteria 2.3 Assess the benefits and limitations of joining and maintaining selected network(s)	
3. Be able to maintain professional networks	3.1 Identify the potential for mutual benefit with network members 3.2 Promote their own skills, knowledge and competence to network members 3.3 Provide information, services or support to network members where the potential for mutual benefit has been identified 3.4 Establish the boundaries of confidentiality 3.5 Agree guidelines for the exchange of information and resources 3.6 Take action to ensure that participation	

	<p>in networks reflects current and defined future aspirations and needs</p> <p>3.7 Make introductions to people with common or complementary interest to and within networks</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> CFAM&LAA3 Develop and maintain your professional networks
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Provide leadership and management	
Skills CFA Reference	M&L 26	
Level	4	
Credit Value	5	
GLH	28	
Unit Reference No.	L/506/1953	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles supporting leadership and management	1.1 Analyse how leadership and management theories may be applied 1.2 Assess the influence of an organisation's culture on its leadership styles and management practices 1.3 Assess the influence of an organisation's structure on its leadership styles and management practices 1.4 Analyse how theories of motivation may be applied in the practice of leadership 1.5 Evaluate the role of stakeholder engagement in leadership and management 1.6 Assess the suitability of a range of leadership styles and management practices to the culture of an organisation	
2. Be able to engage and inspire stakeholders and colleagues	2.1 Display behaviours and attitudes that show a commitment to the achievement of an organisation's goals 2.2 Display behaviours and attitudes that show a commitment to the fulfilment of an organisation's vision and the expression of its values 2.3 Identify who stakeholders are and the nature of their interest 2.4 Take action to ensure that colleagues and other stakeholders understand their role in achievement of organisational objectives 2.5 Win the trust and support of colleagues and other key stakeholders through exemplary performance and behaviour	

	<p>2.6 Take action to maintain morale through difficult times</p> <p>2.7 Take action to secure the on-going commitment of colleagues and other key stakeholders</p>
3. Be able to deliver results	<p>3.1 Make planning and resourcing decisions that optimise the available resources, skills and expertise</p> <p>3.2 Use delegation techniques whilst delivering targets</p> <p>3.3 Empower individuals to take responsibility for their decisions and actions within agreed parameters</p> <p>3.4 Adapt plans, priorities and resource allocations to meet changing circumstances and priorities</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA2 Provide leadership in your area of responsibility
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Develop and implement an operational plan	
Skills CFA Reference	M&L 27	
Level	4	
Credit Value	5	
GLH	24	
Unit Reference No.	Y/506/1955	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles of operational planning	1.1 Evaluate the use of risk analysis techniques in operational planning 1.2 Explain the components of an operational plan 1.3 Analyse the relationship between strategic and operational plans 1.4 Evaluate the use of planning tools and techniques in the operational planning process 1.5 Explain how to carry out a cost-benefit analysis	
2. Be able to develop an operational plan	2.1 Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs) 2.2 Identify evaluation mechanisms appropriate to the plan 2.3 Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures 2.4 Develop proportionate and targeted plans to manage identified risks 2.5 Take action to ensure that plans complement and maximise synergy with other business areas 2.6 Adhere to organisational policies and procedures, legal and ethical requirements	
3. Be able to implement an operational plan	3.1 Implement plans within agreed budgets and timescales 3.2 Communicate the requirements of the plans to those who will be affected 3.3 Revise plans in the light of changing circumstances in accordance with	

	strategic objectives and identified risks
4. Be able to evaluate the effectiveness of an operational plan	<p>4.1 Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources</p> <p>4.2 Report on the effectiveness of operational plans in the appropriate format</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA9 Develop operational plans
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Encourage learning and development	
Skills CFA Reference	M&L 28	
Level	4	
Credit Value	3	
GLH	16	
Unit Reference No.	M/506/1962	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles of learning and development	1.1 Assess the role of continuous professional development (CPD) in identifying and meeting individuals' learning and development for current and future business needs 1.2 Analyse the advantages and limitations of different learning and development methods 1.3 Explain how to identify individuals' learning and development needs 1.4 Evaluate the role of self-reflection in learning and development	
2. Be able to support individuals' learning and development	2.1 Promote the benefits of learning to people in own area of responsibility 2.2 Support individuals in identifying their current and likely future learning and development needs from a range of information sources 2.3 Agree with individuals the learning activities to be undertaken, ensuring they are within agreed budgets and consistent with business needs 2.4 Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in a personal development plan 2.5 Create an environment that encourages and promotes learning and development 2.6 Provide opportunities for individuals to apply their developing competence in the workplace	
3. Be able to evaluate individuals' learning and development	3.1 Analyse information from a range of sources on individuals' performance and development	

	<p>3.2 Evaluate the effectiveness of different learning and development methods</p> <p>3.3 Agree revisions to personal development plans in the light of feedback</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&LDC1 Identify individuals' learning needs and styles • CFAM&LDC2 Support individuals' learning and development
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Principles of business	
Skills CFA Reference	M&L 29	
Level	4	
Credit Value	7	
GLH	57	
Unit Reference No.	T/506/1963	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles of organisational development	1.1 Explain the need to align an organisation's structure, mission, strategic objectives, and culture and values 1.2 Analyse the factors that affect organisational development and cultural change 1.3 Analyse theories of organisational development 1.4 Evaluate the influence of organisational culture and values on organisational development, structures and processes 1.5 Assess the suitability of different organisational behaviour models to different types of organisational structures	
2. Understand resource management and workforce planning	2.1 Analyse the principles underpinning resource management 2.2 Explain methods of analysing resourcing needs 2.3 Analyse workforce planning models 2.4 Explain the importance of a systematic approach to talent management 2.5 Analyse approaches to the identification and management of talent which may contribute to the achievement of organisational goals	
3. Understand corporate social responsibility (CSR)	3.1 Explain the factors to be taken into account in the evaluation of CSR activity 3.2 Analyse the scope of CSR policies 3.3 Evaluate the business case for an organisational CSR policy 3.4 Evaluate the influence of ethical business on an organisation	

	<p>3.5 Analyse the interests and roles of CSR stakeholders</p> <p>3.6 Analyse the impact of CSR policies and activities on business practices</p>
4. Understand the principles of continuous improvement	<p>4.1 Evaluate the principles that support continuous improvement</p> <p>4.2 Explain the techniques used to manage continuous improvement</p> <p>4.3 Explain how to benchmark performance</p> <p>4.4 Explain the role of customers in continuous improvement</p> <p>4.5 Analyse the value to an organisation of a continuous improvement culture</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&LBA8 Develop your organisation's values and culture • CFAM&LBB3 Manage corporate social responsibility (CSR) • CFAM&LDA1 Plan the workforce • CFAM&LFE5 Manage continuous improvement
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	N/A
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Initiate and implement operational change	
Skills CFA Reference	M&L 30	
Level	4	
Credit Value	4	
GLH	19	
Unit Reference No.	T/506/1980	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the implementation of operational change	1.1 Explain sources of information indicating the need for change 1.2 Analyse the advantages and limitations of different project and change management techniques 1.3 Analyse the characteristics, strengths and weaknesses of evaluation techniques used in change management	
2. Be able to plan for operational change	2.1 Develop an operational plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources 2.2 Take action to ensure that colleagues are briefed on their roles, responsibilities and change objectives 2.3 Provide colleagues with the support needed to implement operational change	
3. Be able to manage operational change	3.1 Implement the change plan within the agreed timescale using available resources 3.2 Assess the significance of deviations from the change plan 3.3 Address interdependency issues and tensions that affect the achievement of change objectives 3.4 Assess the value and risks of unintended outcomes from operational change 3.5 Inform stakeholders of any unforeseen obstacles or problems and the actions that have been taken	
4. Be able to evaluate the effectiveness of operational change	4.1 Evaluate the effectiveness of operational change	

	<p>4.2 Identify areas for improvement, justifying conclusions and recommendations with evidence</p> <p>4.3 Communicate to stakeholders the lessons learned from the change</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LCA2 Plan change • CFAM&LCA3 Engage people in change • CFAM&LCA4 Implement change • CFAM&LCA5 Evaluate change
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Discipline and grievance management	
Skills CFA Reference	M&L 31	
Level	4	
Credit Value	3	
GLH	26	
Unit Reference No.	A/506/1981	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles supporting the management of discipline and grievance cases	1.1 Explain the difference between a discipline case and a grievance case and the implications for their management 1.2 Explain sources of advice and expertise on discipline and grievance 1.3 Explain the legal obligations of employers and the rights of employees in relation to discipline and grievance cases 1.4 Explain organisational procedures for the management of discipline and grievance cases 1.5 Explain the communication techniques to be used in the management of discipline and grievance cases 1.6 Explain the types of behaviours that are likely to result in disciplinary proceedings 1.7 Explain the types of actions that are likely to lead to a grievance 1.8 Explain how to carry out investigations into discipline and grievance cases 1.9 Analyse the effect of well managed and poorly managed discipline and grievance cases 1.10 Explain how the outcomes of discipline and grievance cases can be managed	
2. Be able to manage a disciplinary case	2.1 Inform an individual that they are subject to disciplinary proceedings within agreed timescales 2.2 Explain to an individual the reasons why they are subject to disciplinary proceedings 2.3 Provide evidence that supports the case	

	<p>for disciplinary proceedings</p> <p>2.4 Develop a case to support an individual who is subject to disciplinary proceedings</p> <p>2.5 Keep detailed and accurate records of agreements, actions and events for disciplinary cases</p> <p>2.6 Adhere to organisational policies and procedures, legal and ethical requirements when managing a disciplinary case</p>
3. Be able to manage a grievance	<p>3.1 Identify the nature of a grievance</p> <p>3.2 Investigate the seriousness and potential implications of a grievance</p> <p>3.3 Adhere to organisational procedures when managing a grievance</p> <p>3.4 Evaluate the effectiveness of how a grievance has been managed</p> <p>3.5 Agree measures to prevent future reoccurrences of grievances</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards : <ul style="list-style-type: none"> • CFAM&LDA7 Initiate and follow grievance procedures
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Develop working relationships with stakeholders	
Skills CFA Reference	M&L 32	
Level	4	
Credit Value	4	
GLH	20	
Unit Reference No.	F/506/1982	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand working relationships with stakeholders	1.1 Analyse stakeholder mapping techniques 1.2 Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders 1.3 Explain how expectation management and conflict resolution techniques are applied to stakeholder management 1.4 Analyse the advantages and limitations of different types of stakeholder consultation 1.5 Evaluate the risks and potential consequences of inadequate stakeholder consultation	
2. Be able to determine the scope for collaboration with stakeholders	2.1 Identify the stakeholders with whom relationships should be developed 2.2 Explain the roles, responsibilities, interests and concerns of stakeholders 2.3 Evaluate business areas that would benefit from collaboration with stakeholders 2.4 Evaluate the scope for and limitations of collaborating with different types of stakeholder	
3. Be able to develop productive working relationships with stakeholders	3.1 Create a climate of mutual trust and respect by behaving openly and honestly 3.2 Take account of the advice provided by stakeholders 3.3 Minimise the potential for friction and conflict amongst stakeholders	
4. Be able to evaluate relationships with stakeholders	4.1 Monitor relationships and developments with stakeholders 4.2 Address changes that may have an	

	<p>effect on stakeholder relationships</p> <p>4.3 Recommend improvements based on analyses of the effectiveness of stakeholder relationships</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> CFAM&LDD2 Develop and sustain productive working relationships with stakeholders
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage a tendering process	
Skills CFA Reference	M&L 33	
Level	4	
Credit Value	4	
GLH	21	
Unit Reference No.	L/506/1984	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Be able to develop a tender specification	1.1 Explain the roles and inputs of those who need to be involved in the tender process 1.2 Identify essential and desirable business needs and their implications which may be included within the tender 1.3 Address all aspects of the specification including post-contractual requirements 1.4 Allocate priorities within the tender specification in accordance with business needs 1.5 Establish criteria and ranking systems to evaluate tenders in accordance with organisational procurement policies	
2. Be able to manage a tendering exercise	2.1 Assess the appropriateness of different media to attract potential suppliers 2.2 Use media to attract potential suppliers that are appropriate to the nature of the contract 2.3 Specify tender application procedures, arrangements and timetable 2.4 Invite suppliers to apply for the tender 2.5 Sift out those that do not meet the agreed criteria 2.6 Confirm that the track records of shortlisted suppliers demonstrate the required technical capability	
3. Be able to negotiate the award of contracts	3.1 Explain the provisions of contract law that affect the negotiation 3.2 Devise a negotiating strategy that is appropriate to the contract and supplier 3.3 Award contracts that best meet business needs, are realistic and meet the specification	

	<p>3.4 Complete the tendering exercise in accordance with organisational standards</p> <p>3.5 Analyse the implications of procurement decisions for the organisation, suppliers and potential suppliers</p> <p>3.6 Communicate outcomes of the tendering exercise to stakeholders</p> <p>3.7 Adhere to organisational policies and procedures, legal and ethical requirements when awarding contracts</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LED3 Select suppliers through a tendering process
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage physical resources	
Skills CFA Reference	M&L 34	
Level	4	
Credit Value	4	
GLH	26	
Unit Reference No.	K/506/1989	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Be able to identify the need for physical resources	1.1 Identify resource requirements from analyses of organisational needs 1.2 Evaluate alternative options for obtaining physical resources 1.3 Evaluate the impact on the organisation of introducing physical resources 1.4 Identify the optimum option that meets operational requirements for physical resources	
2. Be able to obtain physical resources	2.1 Develop a business case for physical resources that is supported by evidence, cost estimates, contingency arrangements and an analysis of likely benefits 2.2 Obtain authorisation and financial commitment for the required expenditure 2.3 Negotiate best value from contracts in accordance with organisational standards and procedures 2.4 Adhere to organisational policies and procedures, legal and ethical requirements when obtaining physical resources 2.5 Check that the physical resources received match those ordered	
3. Be able to manage the use of physical resources	3.1 Take action to ensure physical resources are used in accordance with manufacturers' instructions 3.2 Evaluate the efficiency of physical resources against agreed criteria 3.3 Recommend improvements to the use of physical resources and associated working practices 3.4 Analyse the benefits of effective	

	equipment in the conservation of energy and the environment
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LEB2 Obtain physical resources • CFAM&LEB3 Manage physical resources
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage the impact of work activities on the environment	
Skills CFA Reference	M&L 35	
Level	4	
Credit Value	4	
GLH	30	
Unit Reference No.	J/506/2907	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand how to support environmentally-friendly working practices	1.1 Explain how to carry out an environmental impact analysis 1.2 Compare sources of specialist advice on environmentally-friendly working practices 1.3 Analyse the business and environmental benefits of effective energy management policies 1.4 Explain the health and safety requirements for the use and disposal of resources and waste	
2. Be able to organise work so as to minimise the impact on the environment	2.1 Analyse potentially adverse effects on the environment caused by work activities 2.2 Evaluate the effectiveness of methods of improving environmental sustainability in an organisation 2.3 Implement plans and procedures to adapt work practices to make them more environmentally-friendly 2.4 Develop a system for colleagues to recommend improvements to make work practices more environmentally-friendly	
3. Be able to manage the environmental impact of the use of resources	3.1 Explain when to obtain specialist environmental management advice 3.2 Explain where to seek specialist environmental management advice 3.3 Determine the environmental impact of the use of different physical resources 3.4 Develop procedures for the disposal of waste and unwanted resources in a way that minimises the impact on the environment 3.5 Evaluate the effectiveness of	

	<p>organisational environmental policies and procedures</p> <p>3.6 Adhere to organisational policies and procedures, legal and ethical requirements</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> CFAM&LEB4 Manage the environmental and social impacts of your work
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Prepare for and support quality audits	
Skills CFA Reference	M&L 36	
Level	4	
Credit Value	3	
GLH	17	
Unit Reference No.	K/506/1992	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the management of quality	1.1 Analyse the principles of quality management 1.2 Analyse the purpose and requirements of a range of quality standards 1.3 Analyse the advantages and limitations of a range of quality techniques 1.4 Assess how the management of quality contributes to the achievement of organisational objectives	
2. Be able to prepare for quality audits	2.1 Establish the quality requirements applicable to the work being audited 2.2 Confirm that documentation is complete 2.3 Confirm that any previously agreed actions have been implemented 2.4 Make available information requested in advance by auditors	
3. Be able to support quality audits	3.1 Provide access to information on request within scope of the audit 3.2 Agree actions and timescales with auditors that will remedy non-conformance or non-compliance 3.3 Identify instances where business processes, quality standards and/or procedures could be improved 3.4 Develop a quality improvement plan that addresses the issues raised	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> CFAM&LFE3 Prepare for and participate in quality audits
Assessment requirements or guidance	Skills CFA Assessment Strategy Competence

specified by a sector or regulatory body (if appropriate)	units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Conduct quality audits	
Skills CFA Reference	M&L 37	
Level	4	
Credit Value	3	
GLH	21	
Unit Reference No.	T/506/1994	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the management of quality	1.1 Analyse the principles of quality management 1.2 Analyse the purpose and requirements of a range of quality standards 1.3 Analyse the advantages and limitations of a range of quality techniques 1.4 Assess how the management of quality contributes to the achievement of organisational objectives	
2. Be able to prepare to carry out quality audits	2.1 Establish the quality requirements applicable to the work being audited 2.2 Develop a plan for a quality audit 2.3 Prepare the documentation needed to undertake a quality audit 2.4 Specify data requirements to those who will support the audit	
3. Be able to conduct quality audits	3.1 Confirm that any previously agreed actions have been implemented 3.2 Analyse information against agreed quality criteria 3.3 Identify instances where business processes, quality standards and/or procedures could be improved 3.4 Agree actions and timescales that will remedy non-conformance or non-compliance	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> CFAM&LFE4 Carry out quality audits
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)

appropriate)	
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage a budget	
Skills CFA Reference	M&L 38	
Level	4	
Credit Value	4	
GLH	26	
Unit Reference No.	A/506/1995	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand how to identify financial requirements	1.1 Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives 1.2 Analyse the components of a business case to meet organisational requirements 1.3 Analyse the factors to be taken into account to secure the support of stakeholders 1.4 Describe the business planning and budget-setting cycle	
2. Understand how to set budgets	2.1 Explain the purposes of budget-setting 2.2 Analyse the information needed to enable realistic budgets to be set 2.3 Explain how to address contingencies 2.4 Explain organisational policies and procedures on budget-setting	
3. Be able to manage a budget	3.1 Use the budget to control performance and expenditure 3.2 Identify the cause of variations from budget 3.3 Explain the actions to be taken to address variations from budget 3.4 Propose realistic revisions to budget, supporting recommendations with evidence 3.5 Provide budget-related reports and information within agreed timescales 3.6 Explain the actions to be taken in the event of suspected instances of fraud or malpractice	

4. Be able to evaluate the use of a budget	4.1 Identify successes and areas for improvement in budget management 4.2 Make recommendations to improve future budget setting and management
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LEA1 Identify and justify requirements for financial resources • CFAM&LEA4 Manage budgets
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Principles of business strategy	
Skills CFA Reference	M&L 39	
Level	4	
Credit Value	4	
GLH	30	
Unit Reference No.	F/506/1996	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the implications of organisational structures on business strategy	1.1 Explain the relationships between different departments of an organisation 1.2 Analyse the relationship between an organisation and its stakeholders 1.3 Assess the suitability of different types of communications networks to different organisational structures 1.4 Evaluate the implications of different organisational structures for managers	
2. Understand strategic planning within an organisation	2.1 Analyse how an organisation's environment influences its structure and strategy 2.2 Explain the components of the strategic and business planning process 2.3 Explain the distinctions and relationship between strategy, operations and tactics 2.4 Analyse the principles and features of strategy theories 2.5 Evaluate the use of planning, decision making and analytical tools and models for strategy development 2.6 Evaluate the role of stakeholders in developing organisational strategy	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA5 Develop your organisation's vision and strategy • CFAM&LBA6 Develop strategic business plans
Assessment requirements or guidance specified by a sector or regulatory body (if	N/A

appropriate)	
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage a project	
Skills CFA Reference	M&L 40	
Level	4	
Credit Value	7	
GLH	38	
Unit Reference No.	R/506/1999	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the management of a project	1.1 Explain how to carry out a cost-benefit analysis for a project 1.2 Evaluate the use of risk analysis techniques 1.3 Evaluate project planning and management tools and techniques 1.4 Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources 1.5 Analyse the requirements of project governance arrangements	
2. Be able to plan a project	2.1 Analyse how a project fits with an organisation's overall vision, objectives, plans and programmes of work 2.2 Agree the objectives and scope of proposed projects with stakeholders 2.3 Assess the interdependencies and potential risks within a project 2.4 Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives, key performance indicators (KPIs) and evaluations mechanisms appropriate to the plan 2.5 Develop proportionate and targeted plans to manage identified risks and contingencies 2.6 Apply project lifecycle approaches to the progress of a project	
3. Be able to manage a project	3.1 Allocate resources in accordance with the project plan 3.2 Brief project team members on their roles and responsibilities 3.3 Implement plans within agreed	

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

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> CFAM&LFA5 Manage projects
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage business risk	
Skills CFA Reference	M&L 41	
Level	4	
Credit Value	6	
GLH	27	
Unit Reference No.	L/506/2004	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the management of business risk	1.1 Explain what is meant by business risk 1.2 Analyse business risk identification theories and models 1.3 Explain measures and techniques to mitigate business risk 1.4 Explain their own level of authority in managing risk	
2. Be able to address business risk	2.1 Monitor work in line with organisational risk procedures 2.2 Identify potential risks using agreed risk criteria 2.3 Assess identified risks, their potential consequences and the probability of them happening 2.4 Communicate to stakeholders the likelihood of the risk occurring and its potential consequences 2.5 Explain organisational business risk management policies	
3. Be able to mitigate business risk	3.1 Develop risk management plans and processes that are proportionate to the risk and the available resources 3.2 Implement risk management plans in accordance with organisational requirements 3.3 Monitor on-going risk-related developments and amend plans in the light of changing circumstances 3.4 Keep stakeholders informed of any developments and their possible consequences 3.5 Evaluate the effectiveness of actions taken, identifying possible future improvements	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBB1 Manage risks to your organisation
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage knowledge in an organisation	
Skills CFA Reference	M&L 42	
Level	4	
Credit Value	5	
GLH	34	
Unit Reference No.	A/506/2032	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles of knowledge management	1.1 Explain the concept, scope and importance of knowledge management 1.2 Explain the concept of intellectual property 1.3 Identify the business drivers that lead to effective knowledge management 1.4 Explain the risks associated with knowledge management and their potential implications 1.5 Explain the importance of engaging others and communicating knowledge management issues and activities 1.6 Explain best practice principles and techniques for effective knowledge management 1.7 Describe strategies to manage tacit and explicit knowledge	
2. Be able to identify knowledge to be managed within an organisation	2.1 Identify the criteria against which knowledge will be managed 2.2 Engage colleagues in identifying the knowledge to be managed	
3. Be able to manage knowledge within an organisation	3.1 Implement actions in accordance with the knowledge management plan 3.2 Adhere to security processes for the collection, storage and retrieval of knowledge 3.3 Evaluate the extent to which current knowledge management systems and processes are fit for purpose 3.4 Recommend improvements to processes and systems to manage knowledge 3.5 Assess the likely impact and implications of the loss of knowledge	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LEC2 Manage information, knowledge and communication systems • CFAM&LEC3 Develop knowledge and make it available
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Recruitment, selection and induction practice	
Skills CFA Reference	M&L 43	
Level	4	
Credit Value	6	
GLH	33	
Unit Reference No.	R/506/2909	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles and theories underpinning recruitment, selection and induction practice	1.1 Explain workforce planning techniques 1.2 Describe the information needed to identify recruitment requirements 1.3 Assess the impact of an organisation's structure and culture on its recruitment and selection policies and practices 1.4 Analyse the factors involved in establishing recruitment and selection criteria 1.5 Evaluate the suitability of different recruitment and selection methods for different roles 1.6 Analyse patterns of employment that affect the recruitment of staff 1.7 Explain the factors to be taken into account when developing job specifications, personal specifications and job advertisements 1.8 Explain the induction process 1.9 Explain the relationship between human resource processes and the induction processes	
2. Be able to recruit people into an organisation	2.1 Determine current staffing needs 2.2 Identify current skills needs from identified staffing needs 2.3 Identify future workforce needs 2.4 Develop a resourcing plan that addresses identified needs within budgetary limitations 2.5 Evaluate the cost-effectiveness of different methods of recruitment for an identified role 2.6 Explain how recruitment policies and practices meet legal and ethical requirements	

	2.7 Select the most appropriate method of recruitment for identified roles
3. Be able to select appropriate people for the role	<p>3.1 Plan assessment processes that are valid and reliable</p> <p>3.2 Provide those involved in the selection process with sufficient information to enable them to make informed decisions</p> <p>3.3 Justify assessment decisions with evidence</p> <p>3.4 Inform applicants of the outcome of the process in line with organisational procedures</p> <p>3.5 Evaluate the effectiveness of the selection process</p> <p>3.6 Adhere to organisational policies and procedures, legal and ethical requirements when carrying out selection assessments</p>
4. Be able to induct people into an organisation	<p>4.1 Develop induction materials that meet operational and new starters' needs</p> <p>4.2 Explain to new starters organisational policies, procedures and structures</p> <p>4.3 Explain to new starters their role and responsibilities</p> <p>4.4 Explain to new starters their entitlements and where to go for help</p> <p>4.5 Assess new starters' training needs</p> <p>4.6 Confirm that training is available that meets operational and new starters' needs</p> <p>4.7 Provide support that meets new starters' needs throughout the induction period</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&LDA1 Plan the workforce • CFAM&LDA2 Recruit, select and retain people • CFAM&LDA3 Induct individuals into their roles
Assessment requirements or guidance	Skills CFA Assessment Strategy Competence

specified by a sector or regulatory body (if appropriate)	units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage redundancy and redeployment	
Skills CFA Reference	M&L 44	
Level	4	
Credit Value	6	
GLH	39	
Unit Reference No.	M/506/2044	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the management of redundancy	1.1 Explain the legal requirements that relate to the management of redundancy 1.2 Explain the conditions required for a redundancy and their implications 1.3 Explain possible ways of avoiding redundancies 1.4 Explain the factors involved in identifying the pool for redundancy selection 1.5 Explain the factors involved in developing an appeals process 1.6 Explain the process for planning and managing a redundancy 1.7 Evaluate the implications of voluntary and compulsory redundancy on individuals 1.8 Evaluate the implications of voluntary and compulsory redundancy for organisations 1.9 Evaluate the type of information required by staff who are retained 1.10 Evaluate the type of information required by staff who are made redundant 1.11 Assess the role of outplacement in redundancy	
2. Understand the principles of redeployment	2.1 Explain the concept of redeployment 2.2 Explain the legal requirements that relate to the management of redeployment 2.3 Explain the process for planning and managing a redeployment 2.4 Evaluate the type of information required by staff who are retained	

	<p>2.5 Evaluate the type of information required by staff who are redeployed</p> <p>2.6 Evaluate the benefits and limitations to an organisation of redeployment</p> <p>2.7 Assess the role of project management techniques in the management of redeployment</p>
3. Be able to manage a redundancy	<p>3.1 Evaluate the available options for avoiding a redundancy and their implications</p> <p>3.2 Develop a redundancy plan and timetable that addresses redundancy objectives</p> <p>3.3 Take action to ensure that redundancy payments are calculated accurately</p> <p>3.4 Use an appropriate method for communicating the outcome of a redundancy decision</p> <p>3.5 Make agreed support services available to those who have been made redundant</p>
4. Be able to manage the redeployment of staff	<p>4.1 Explain to redeployees the reasons, purpose and benefits of redeployment</p> <p>4.2 Develop a redeployment plan that addresses agreed objectives</p> <p>4.3 Use an appropriate method for communicating about redeployment</p> <p>4.4 Make agreed support services available to those being redeployed</p> <p>4.5 Adhere to organisational policies and procedures, legal and ethical requirements for the redeployment of staff</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LDA4 Manage the redeployment of people • CFAM&LDA5 Manage redundancies
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other	Skills CFA

appropriate body (if required)	
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014