



**Level 7 NVQ Diploma in Strategic Management and
Leadership**

Qualification Specification

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Introduction

The Level 7 NVQ Diploma in Strategic Management and Leadership is aimed at managers who wish to build on their strategic management and leadership skills and to focus on the requirements of implementing their organisation's strategy.

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

The qualification has been accredited onto the Regulated Qualifications Framework (RQF) and is directly related to the National Occupational Standards for Management and Leadership.

Qualification Profile

Level 7 NVQ Diploma in Strategic Management and Leadership

Qualification title	ProQual Level 7 NVQ Diploma in Strategic Management and Leadership
Ofqual qualification number	601/4760/X
Level	7
Total qualification time	450 hours
Guided learning hours	223
Assessment	Pass or fail Internally assessed and verified by centre staff External quality assurance by ProQual verifiers
Qualification start date	1/11/2014
Qualification end date	

Entry Requirements

There are no formal entry requirements for this qualification.

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

Qualification Structure

Candidates must achieve a minimum of 45 credits:

- 16 credits from Mandatory Group A, plus
- A minimum of 29 credits from Optional Group B

A minimum of 35 credits must be achieved at Level 7.

Group A Mandatory Units – complete all units			
Unit Reference Number	Unit Title	Unit Level	Credit Value
K/506/2074	Develop a strategic business plan	7	5
A/506/2077	Execute a strategic business plan	7	5
R/506/2117	Provide strategic leadership and direction	7	6
Group B Optional Units – a minimum of 29 credits			
Unit Reference Number	Unit Title	Unit Level	Credit Value
Y/506/2071	Develop a business strategy	7	6
F/506/2078	Establish organisational governance controls	7	4
J/506/2079	Shape organisational culture and values	7	5
A/506/2080	Manage strategic human resources	7	5
J/506/2082	Obtain financial resources	7	6
J/506/2101	Lead the development of a quality strategy	7	4
F/506/2114	Lead the development of a continuous improvement strategy	7	5
J/506/2048	Establish business risk management processes	5	5
R/506/2053	Promote equality of opportunity, diversity and inclusion	5	5
D/506/2055	Design business processes	5	5
T/506/2059	Develop and manage collaborative relationships with other organisations	5	5
F/506/2064	Optimise the use of technology	5	6
Y/506/2068	Manage product and/or service development	5	5
L/506/2293	Manage strategic marketing activities	5	7
D/506/2959	Lead the development of a knowledge management strategy	7	7

Centre Requirements

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

Staff

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

Assessors/Internal Quality Assurance

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

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

Support for Candidates

Materials produced by centres to support candidates should:

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

Links to National Standards / NOS mapping

National Occupational Standards (NOS) describe the skills, knowledge and understanding needed to undertake a particular task or job at different levels of competence.

The structure and units of this qualification are based on NOS for management and leadership.

Assessment

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

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

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

Evidence can include:

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

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

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

The learning outcomes and assessment criteria can be found from page 8.

Internal Quality Assurance

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

Adjustments to Assessment

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

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

Results Enquiries and Appeals

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

Certification

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

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

ProQual Level 7 NVQ Diploma in Strategic Management and Leadership

Claiming certificates

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

Unit certificates

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

Replacement certificates

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

Learning Outcomes and Assessment Criteria

Unit K/506/2074

Develop a strategic business plan

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand the principles underpinning the development of a strategic business plan</p>	<p>1.1 Evaluate a range of strategic planning theories and models</p> <p>1.2 Analyse the principles of resource management</p> <p>1.3 Evaluate the principles of capital investment appraisal</p> <p>1.4 Evaluate the role of stakeholders in the development of strategic business plans</p> <p>1.5 Explain how to involve stakeholders in the development of strategic business plans</p>
<p>2 Be able to prepare for business strategy implementation</p>	<p>2.1 Prioritise strategic objectives in a way that is consistent with an organisation's vision and values</p> <p>2.2 Identify programmes of activity that are capable of achieving strategic objectives</p> <p>2.3 Develop risk management plans that address identified and likely potential risks</p> <p>2.4 Identify current and likely future resource requirements</p> <p>2.5 Assess the costs and benefits of different approaches to strategy implementation</p> <p>2.6 Develop policies that are consistent with the strategy and vision and which are capable of meeting the objectives</p> <p>2.7 Set meaningful and realistic Key Performance Indicators (KPIs) and evaluation criteria</p>

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

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| 3 | Be able to develop plans to deliver the business strategy | 3.1 | Take action to ensure the strategic plan is comprehensive in its coverage of products and/or services, quality, Human Resources, finance and marketing |
| | | 3.2 | Take action to ensure that organisational structures and processes are capable of delivering the plan |
| | | 3.3 | Develop plans to manage the supply chain, interdependencies and the potential for friction |
| | | 3.4 | Address any legal or ethical requirements |
| | | 3.5 | Articulate the business plan and gain the support of stakeholders |

Unit A/506/2077

Execute a strategic business plan

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning the execution of a strategic business plan	1.1 Analyse the concepts of empowerment, authority, responsibility, accountability and delegation and their implications for different types of organisational structure 1.2 Evaluate the advantages and disadvantages of centralised and decentralised structures 1.3 Assess the place of change management within strategy execution 1.4 Analyse the principles of business process re-engineering 1.5 Evaluate the application of project management techniques to monitoring the execution of a strategic business plan 1.6 Evaluate the scope of tools for monitoring strategic performance 1.7 Evaluate the advantages and limitations of a range of evaluation techniques
2 Be able to implement a strategic business plan	2.1 Develop the vision and objectives of a strategic business plan 2.2 Delegate responsibilities to individuals who are authorised to put the strategy into action 2.3 Allocate resources in accordance with priorities 2.4 Monitor the progress of the implementation against the evaluation plan, key performance indicators (KPIs) and evaluation criteria 2.5 Take prompt action in the event of problems arising
3 Be able to evaluate a strategic business plan	3.1 Justify an evaluation approach that is appropriate for the nature of the business and the purpose of the evaluation

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

- 3.2 Evaluate the extent of success of the strategy against evaluation criteria
- 3.3 Identify the reasons for successes and failures
- 3.4 Identify the degree of fit between an organisation's strategy and its structure

Unit R/506/2117

Provide strategic leadership and direction

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the characteristics underpinning strategic leadership and direction	1.1 Assess the implications of corporate strategy and organisational development on organisational structures and workforce composition 1.2 Evaluate the influence of strategic choice on the structure, culture, leadership and direction of an organisation 1.3 Evaluate the role of strategic leadership and direction when operating in turbulent markets and periods of significant change 1.4 Analyse the characteristics and suitability of a range of leadership styles used to provide strategic direction 1.5 Evaluate the nature, influence and implications of an empowerment strategy
2 Be able to provide leadership and direction to achieve organisational objectives	2.1 Evaluate the impact of leadership styles on strategic decisions 2.2 Align business processes to the achievement of strategic goals 2.3 Evaluate the impact of operational and financial strategies and objectives on internal and external stakeholders 2.4 Apply strategies to motivate employees and enhance their performance
3 Be able to evaluate the effectiveness of the leadership and direction of an organisation	3.1 Evaluate tools and processes used to measure the performance of a business and its people 3.2 Benchmark an organisation's performance against its competitors 3.3 Evaluate the effectiveness of an organisation's employee engagement and employee relations strategies

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

- 3.4 Evaluate the environmental and social impact of an organisation
- 3.5 Identify areas for improvement in strategies relating to operational performance and the leadership of people
- 3.6 Identify areas for improvement in strategies relating to the social and environmental impact of an organisation

Unit Y/506/2071

Develop a business strategy

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>1 Understand the principles underpinning the development of a business strategy</p>	<p>1.1 Analyse the components and scope of strategy and its links with other aspects of business</p> <p>1.2 Evaluate the use of environmental scanning techniques and scenario planning models</p> <p>1.3 Assess the use of economic forecasting data for strategy development purposes</p> <p>1.4 Analyse the use of decision making tools and techniques</p> <p>1.5 Evaluate a range of perspectives and approaches to business strategy development</p> <p>1.6 Analyse the usefulness of strategic planning tools and theories</p> <p>1.7 Assess the relationship between strategy analysis and strategic choice</p> <p>1.8 Analyse the value of variable pricing strategies at different stages of an organisation's lifecycle</p>
<p>2 Be able to evaluate an organisation's operating environment</p>	<p>2.1 Evaluate the impact of political, economic, social, technological, legal, ethical and environmental factors on an organisation and its markets</p> <p>2.2 Analyse competitor activity, their products and/or services</p> <p>2.3 Characterise the scope and nature of stakeholders' interests</p> <p>2.4 Identify and assess market value and potential in existing and potential markets</p> <p>2.5 Model a range of scenarios relating to an organisation's intended market position</p>

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
<p>3 Be able to develop a strategic vision</p>	<p>3.1 Formulate a strategic vision that takes account of the operating environment and stakeholders' expectations</p> <p>3.2 Take action to ensure the strategic vision is consistent with the organisation's purpose, its values and long term goals</p> <p>3.3 Specify stakeholders' roles and responsibilities in strategy development</p> <p>3.4 Articulate the strategic vision and its practical application to business across the organisation</p>
<p>4 Be able to develop a business strategy</p>	<p>4.1 Benchmark the organisation's place in the market and in its lifecycle</p> <p>4.2 Identify an organisation's competitive edge(s)</p> <p>4.3 Develop a strategy that is viable and is consistent with the organisation's strategic vision, mission and values</p> <p>4.4 Evaluate a range of models to deliver the strategy</p> <p>4.5 Evaluate the extent to which existing organisational structures and processes are capable of delivering the strategy</p>

Unit F/506/2078

Establish organisational governance controls

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the nature of compliance and non-compliance with governance requirements	1.1	Analyse the scope and types of compliance and non-compliance
		1.2	Evaluate the seriousness of instances of non-compliance
		1.3	Assess the way in which the structure and culture of an organisation influences attitudes to compliance
2	Understand the legal and regulatory framework affecting businesses	2.1	Appraise different models of governance structures and their implications
		2.2	Analyse the roles of those within an organisation's governing body
		2.3	Analyse the legal and regulatory requirements for a range of statutory reports
		2.4	Analyse an organisation's potential scope of non-compliance
		2.5	Analyse the responsibility for individual and corporate non-compliance
		2.6	Clarify the distinctions between statutory and regulatory requirements and codes of practice
		2.7	Appraise the role of overseas bodies and their influence of an organisation's business
		2.8	Evaluate the concept, application and implications of good governance
3	Be able to establish governance controls	3.1	Analyse an organisation's governance requirements for legal, regulatory, ethical and social matters
		3.2	Establish controls that are capable of ensuring the probity of an organisation's activities

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

- 3.3 Resolve tensions between an organisation's governance requirements and those of its stakeholders
- 3.4 Analyse the extent of an organisation's compliance with legal requirements and assess the potential consequences
- 3.5 Take action commensurate with the nature of the non-compliance and associated consequences

Unit J/506/2079

Shape organisational culture and values

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand organisational culture and values	1.1	Define the scope of organisational culture and its effect on individual and organisational behaviour
		1.2	Evaluate theories and models of organisational cultures and values
		1.3	Evaluate the drivers to the development of organisational values in different types of organisation
		1.4	Evaluate ethical dimensions of organisational culture and values
		1.5	Evaluate organisational communication perspectives
		1.6	Assess the role of change management techniques in developing positive organisational cultures and values
		1.7	Analyse the potential for friction between organisational values and individuals' values
2	Be able to influence organisational culture and values	2.1	Characterise the nature, strengths and weaknesses of organisational culture, sub-cultures and values within an organisation
		2.2	Identify the way in which organisational culture and values could be enhanced
		2.3	Identify the factors that influence organisational culture and values
		2.4	Assess the effect of different organisational cultures and values on business performance and an organisation's place in the market
		2.5	Develop a vision, strategy and structures for influencing organisational culture and values
		2.6	Use leadership, interpersonal and communication skills and tools to influence organisational culture and values positively

Unit A/506/2080

Manage strategic human resources

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand strategic workforce planning	1.1	Analyse the evolution of strategic human resource management theories
		1.2	Assess the scope of current and future skills needs of an organisation
		1.3	Evaluate the strategic implications of planning and recruitment decisions
		1.4	Analyse the use of strategic planning tools to forecast and identify workforce requirements
		1.5	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
		1.6	Evaluate the contribution of workforce planning to business success
2	Be able to optimise retention in an organisation	2.1	Benchmark retention rates against historical performance and relevant industry sectors
		2.2	Evaluate the strengths, weaknesses and shortfalls of the skill mix
		2.3	Evaluate the factors affecting turnover
		2.4	Review how the coherence and effectiveness of policies and practices contributes to retention
		2.5	Evaluate how policies, practices and benefits may be adapted in the light of feedback
3	Be able to manage human resources strategically	3.1	Analyse an organisation's business strategy and future intentions
		3.2	Develop a human resource strategy that addresses an organisation's strategic objectives and priorities
		3.3	Analyse the role of employee engagement in a human resources strategy

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

- 3.4 Evaluate the effectiveness of a human resources strategy against agreed evaluation criteria
- 3.5 Make recommendations for improvement that are aligned with the overall business strategy

Unit J/506/2082

Obtain financial resources

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand methods of raising finance	1.1	Evaluate a range of methods of raising finance
		1.2	Evaluate the application of decision making techniques and tools
		1.3	Analyse the requirements of, and influences on, investment appraisal
		1.4	Analyse the constraints on raising finance
		1.5	Evaluate the factors which influence an organisation's capability to raise finance
2	Be able to identify the need for financial resources	2.1	Calculate the cost of activities and overheads needed to deliver the business strategy and objectives
		2.2	Assess a range of options for delivering business objectives against agreed criteria
		2.3	Prepare a business case for financial resources including objectives, benefits, proposed methods, timescales, costs, assumptions, risks, contingency plans and evaluation arrangements
		2.4	Take action to obtain support for the business case from relevant stakeholders
3	Be able to obtain financial resources	3.1	Select a source of finance based on its terms, risks, and other relevant business factors
		3.2	Agree a contract that specifies amounts, interest, payback terms, timescales and any other agreement that may affect the organisation

Unit J/506/2101

Lead the development of a quality strategy

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning the development of a quality strategy	1.1 Define the scope of quality
	1.2 Distinguish between quality management, quality assurance, quality control and quality improvement
	1.3 Evaluate a range of approaches to quality management and the principles on which they are built
	1.4 Analyse the development of quality management principles
	1.5 Evaluate the requirements of a range of quality standards
2 Be able to develop a quality strategy	2.1 Identify the scope of a quality strategy
	2.2 Devise a strategy that is capable of assuring and controlling the quality of work to agreed standards
	2.3 Specify standards, processes and protocols that support the maintenance of quality standards
	2.4 Evaluate the use of technology to manage quality for different purposes
3 Be able to manage quality	3.1 Implement systems and procedures that are capable of monitoring quality standards
	3.2 Evaluate the capability and capacity of systems to meet current and predicted quality needs
	3.3 Select technologies and suppliers that are capable of meeting current and likely future quality needs within constraints

Unit F/506/2114

Lead the development of a continuous improvement strategy

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning the development of a continuous improvement strategy	1.1 Define the scope of continuous improvement and its relationship with other systems
	1.2 Distinguish between continuous and continual improvement
	1.3 Evaluate a range of approaches to continuous improvement and the principles on which they are built
	1.4 Evaluate the implications of staff involvement in continuous improvement
	1.5 Analyse the development of continuous improvement
2 Be able to develop a continuous improvement strategy	2.1 Identify the scope of a continuous improvement strategy
	2.2 Devise a strategy that is capable of evaluating business performance and identifying areas that could be improved
	2.3 Establish valid measures for evaluating business performance
	2.4 Establish systems for collecting and assessing information on business performance
	2.5 Foster a culture where people are encouraged to make suggestions for improvement
3 Be able to manage continuous improvement	3.1 Implement systems and procedures that are capable of measuring business performance
	3.2 Benchmark performance against historical data, other comparable organisations

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

- 3.3 Take action to ensure that knowledge and understanding is fed into the knowledge management system
- 3.4 Take action to ensure that improvements made align with business objectives and values

Unit J/506/2048

Establish business risk management processes

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

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

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| | 2.5 | Take action to ensure that risk management processes are integrated into operational plans and activities |
| 3 | | |
| Be able to evaluate the effectiveness of business risk management processes | 3.1 | Appraise the suitability of a range of risk evaluation techniques to business risk management |
| | 3.2 | Evaluate risk using valid quantitative and qualitative information |
| | 3.3 | Identify areas for improvement in identifying and managing risk |
| | 3.4 | Encourage a culture that accepts and manages risk |

Unit R/506/2053

Promote equality of opportunity, diversity and inclusion

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

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

Unit D/506/2055

Design business processes

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

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

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

Unit T/506/2059

Develop and manage collaborative relationships with other organisations

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles of effective collaboration with other organisations	1.1 Assess the nature of potential stakeholders' interest and needs
	1.2 Evaluate the strengths and weaknesses of stakeholder mapping techniques
	1.3 Assess the value of a range of analytical techniques and alliance modelling
	1.4 Evaluate the implications of collaborative relationships for risk and knowledge management
	1.5 Evaluate the implications of collaborative relationships for the supply chain and sustainability of future working arrangements
	1.6 Evaluate the components, use and likely effects of invoking an exit strategy
2 Be able to identify external collaborative relationships to be developed	2.1 Identify potential organisations that are likely to complement or enhance the work or reputation of the organisations involved
	2.2 Analyse the potential synergies and scope for collaboration likely to benefit the organisations involved
	2.3 Balance the benefits of collaboration against the cost requirements and any potentially adverse aspects
	2.4 Justify decisions and recommendations with evidence
3 Be able to collaborate with other organisations	3.1 Agree mutually acceptable terms of reference
	3.2 Develop a viable stakeholder engagement plan that is consistent with organisational strategy, objectives and values

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

- 3.3 Develop arrangements to manage relationships that will realise the benefits of collaboration
- 3.4 Collaborate within agreed terms of reference in a way that enhances the reputation of the organisation and fosters productive working relationships
- 3.5 Evaluate the effectiveness of on-going collaborative relationships

Unit F/506/2064

Optimise the use of technology

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

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

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

Unit Y/506/2068

Manage product and/or service development

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the development of new or improved products and/or services	1.1 Analyse the stages of the development process, product life cycle and their requirements 1.2 Explain the requirements of market segmentation 1.3 Analyse the factors affecting buyer behaviour 1.4 Evaluate the use of market analytical tools when developing new or improved products and/or services
2 Be able to establish the need for new or improved products and/or services	2.1 Establish criteria by which the need for new or improved products and/or services will be evaluated 2.2 Evaluate customers' and potential customers' perceptions of the uses, value and quality of proposed products and/or services 2.3 Identify competitor activity that may have an impact on the market for new or improved products and/or services 2.4 Assess the likely impact of customers' culture and behaviour on potential sales
3 Be able to manage the development of new or improved products and/or services	3.1 Take action to ensure that proposals are consistent with organisational strategy, objectives and values 3.2 Assess the costs of developing new or improved products and/or services 3.3 Assess the viability of products and/or services by carrying out viability tests 3.4 Evaluate the degree of success of new or improved products and/or services

Unit L/506/2293

Manage strategic marketing activities

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the strategic management of marketing activities	1.1	Analyse concepts underpinning strategic marketing in business practice
		1.2	Assess the scope of strategic marketing activities and how they affect a business
		1.3	Evaluate the relationship between the marketing and other business functions
		1.4	Analyse the planning principles involved in developing a marketing strategy
		1.5	Analyse a range of tools to evaluate a strategic marketing plan
		1.6	Explain the advantages and limitations of a range of marketing strategies
2	Be able to evaluate a market	2.1	Evaluate existing and potential markets against agreed strategic criteria
		2.2	Identify features of actual and potential offerings through an evaluation of competitors' products and/or services
3	Be able to develop a marketing communications strategy and plan	3.1	Evaluate a range of marketing communications frameworks
		3.2	Define marketing messages that are consistent with strategic objectives, organisational culture and values
		3.3	Specify communications media that are likely to reach the identified target customers
		3.4	Integrate marketing communications within operational processes
4	Be able to manage strategic marketing activities	4.1	Set pricing strategies that are consistent with organisational strategy, objectives and values and which optimise the potential for sales

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

- 4.2 Manage the implementation of marketing strategies, plans and activities in accordance with organisational policies, values and priorities
- 4.3 Monitor the performance of products and/or services and subcontractors against agreed success criteria
- 4.4 Adapt marketing strategies, plans and activities in the light of feedback and/or changing circumstances

Unit D/506/2959

Lead the development of a knowledge management strategy

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning knowledge management	1.1	Analyse the value of knowledge management
		1.2	Evaluate the advantages and disadvantages of a range of models of knowledge management
		1.3	Assess the role of staff in the development of a knowledge management strategy
		1.4	Assess the nature of knowledge management as a strategic asset
		1.5	Characterise different knowledge management approaches and schools of thought
		1.6	Analyse different frameworks and dimensions of knowledge management and the use and implications of push and pull strategies
		1.7	Analyse the use of technology to manage knowledge
2	Be able to develop a knowledge management strategy	2.1	Identify the scope for the creation, development, sharing and transfer of knowledge
		2.2	Take action to ensure the strategy identifies business-critical knowledge, facilitates the creation, maintenance and sharing of knowledge and addresses hindrances and risks
		2.3	Take action to ensure the strategy provides a framework for addressing business-critical needs and addresses all aspects of an organisation's environment
		2.4	Specify standards, processes and protocols that support knowledge creation, sharing and protection
3	Be able to manage knowledge	3.1	Implement systems and procedures that protect intellectual property from unauthorised use
		3.2	Evaluate the capability and capacity of existing information, knowledge and communications systems to meet current and predicted needs

Learning Outcome - The learner will:

Assessment Criterion - The learner can:

		3.3	Select technologies and suppliers that are capable of meeting current and likely future information, knowledge and communications needs within required security and resource constraints
4	Be able to promote knowledge management	4.1	Encourage managers to act as knowledge management role models
		4.2	Use communications media that are appropriate to the nature of the organisation



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