

CMI LEVEL 7 NVQ DIPLOMA IN STRATEGIC MANAGEMENT AND LEADERSHIP

(RQF) Syllabus | July 2022 | Version 8



CONTENTS

4	Qualification Purpose
4	Titles & Reference Numbers
4	Key Dates
4	Progression
5	Entry & Recruitment Requirements
5	Equivalences
5	Definitions
7	Rules of Combination
10	Relationship to National Occupational Standards (NOS)
11	Delivery of CMI Qualifications
11	Assessment & Verification
12	Word Count & Appendices
13	Accessibility of CMI Qualifications
13	Recognition of Prior Learning & Achievement
13	Membership
13	Chartered Manager
14	Study Resources

UNITS

13	M&L 46	Establish business risk management processes
15	M&L 47	Promote equality of opportunity, diversity and inclusion
18	M&L 49	Design business processes
20	M&L 51	Develop and manage collaborative relationships with other organisations
22	M&L 52	Optimise the use of technology
25	M&L 53	Manage product and/or service development
27	M&L 54	Manage strategic marketing activities
29	M&L 56	Develop a business strategy
32	M&L 57	Develop a strategic business plan
34	M&L 58	Execute a strategic business plan
36	M&L 59	Establish organisational governance controls
38	M&L 60	Shape organisational culture and values
40	M&L 61	Manage strategic human resources
42	M&L 63	Obtain financial resources
44	M&L 64	Lead the development of a knowledge management strategy
47	M&L 65	Lead the development of a quality strategy
49	M&L 66	Lead the development of a continuous improvement strategy
52	M&L 67	Provide strategic leadership and direction

QUALIFICATION PURPOSE

This qualification has been developed in consultation with employers and other key stakeholders. It is designed for senior managers who have the responsibility to translate organisational strategy into effective performance. The qualification requires managers to focus on the development of their organisational strategy and provide strategic leadership and management.

TITLES AND REFERENCE NUMBERS

The titles given below are the titles as they will appear on the qualification when awarded to the Learner. The qualification reference number is the number allocated to the qualification by the Regulator at the time of submission, which confirms that this is a regulated qualification on the RQF and on the Register. The CMI code is the code which should be used when registering Learners with CMI.

Therefore all CMI Centres must use the full qualification title as per below when advertising or making reference to the qualifications.

CMI CODE	TITLE	QUALIFICATION REFERENCE NUMBER
7D27V2	CMI Level 7 NVQ Diploma in Strategic Management and Leadership	601/3778/2

KEY DATES

These qualifications are regulated from 30th June 2014 and the operational start date in CMI Centres is 1st September 2014. CMI qualifications are reviewed from time to time, see [CMI External Qualification List](#) for review date.

PROGRESSION

This qualification provides opportunities for progression to other qualifications at higher levels, which could also be work-based or more academically structured. The qualification also supports Learners in meeting requirements for work and/or employment within all areas of management and leadership at this level. Specific qualifications that a Learner could progress to include:

- CMI Level 7 Qualifications in Coaching and Mentoring
- CMI Level 8 Qualifications in Strategic Direction and Leadership

Please see also the CMI Website for further information on CMI's portfolio of Level 7 and Level 8 qualifications.

ENTRY AND RECRUITMENT REQUIREMENTS

This qualification can be offered to Learners from age 19. CMI does not specify entry requirements for this qualification, but Centres are required to ensure that Learners admitted to the programme have sufficient capability at the right level to undertake the learning and assessment.

CMI Centres must ensure Learners are recruited with integrity onto appropriate qualifications that will:

- meet their needs
- enable and facilitate learning and achievement
- enable progression

In order to achieve this, CMI Centres need to:

- Provide relevant programme information, guidance and advice, to enable informed Learner choice
- Publish entry and selection criteria
- Demonstrate that Learners are recruited with integrity
- Carry out comprehensive Learner induction that:
 - addresses programme and organisational requirements
 - explains Learner facilities
 - identifies Learners' development needs
 - develops an Individual Learning Plan

The qualification is offered in the medium of the English Language.

EQUIVALENCES

CMI qualifications at RQF Level 7 portray practical skills and competences that are rated in academic terms as being comparable to Master's Degree, Integrated Master's Degrees, Postgraduate Diplomas, Postgraduate Certificate in Education (PGCE) and Postgraduate Certificates.

DEFINITIONS

Total Qualification Time (TQT) is defined as *the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required, in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification. Total Qualification Time is comprised of the following two elements –*

- a) *the number of hours which an awarding organisation has assigned to a qualification for Guided Learning, and*
- b) *an estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by – but not under the immediate supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.*

Total Unit Time (TUT) is defined as *the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required, in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a unit.*

Guided Learning Hours is defined as *the activity if a Learner in being taught or instructed by – or otherwise participating in education or training under the Immediate Guidance or Supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.*

Immediate Guidance or Supervision is defined as *the guidance or supervision provided to a Learner by a lecturer, supervisor, tutor or other appropriate provider of education or training –*

- a) *with the simultaneous physical presence of the Learner and that person, or*
- b) *remotely by means of simultaneous electronic communication*

Credit value is defined as *being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit. One credit is equal to 10 hours of TQT.*

Rule of Combination is defined as *being a rule specifying the combination of unit which may be taken to form a particular qualification, any units which must be taken and any related requirements.*

RULES OF COMBINATION

CMI Level 7 NVQ Diploma in Strategic Management and Leadership (7D27V2)

To achieve a CMI Level 7 NVQ Diploma in Strategic Management and Leadership, learners must complete a **minimum of 45 credits**, which is equivalent to **450 TQT hours**, of which there are **223 GLH**.

- **160 TUT hours (16 credits)** from **GROUP A MANDATORY UNITS**
- a **minimum of 290 TUT hours (29 credits)** from **GROUP B OPTIONAL UNITS**.

A **minimum of 350 TUT hours (35 credits)** must be achieved through the completion of Level 7 units.

UNIT NUMBER	UNIT NAME	CREDITS	GLH	TUT
MANDATORY GROUP A				
M&L 57	Develop a strategic business plan	5	7	31
M&L 58	Execute a strategic business plan	5	7	29
M&L 67	Provide strategic leadership and direction	6	7	39
OPTIONAL GROUP B				
M&L 56	Develop a business strategy	6	41	60
M&L 59	Establish organisational governance controls	4	26	40
M&L 60	Shape organisational culture and values	5	35	50
M&L 61	Manage strategic human resources	5	23	50
M&L 63	Obtain financial resources	6	20	60
M&L 64	Lead the development of a knowledge management strategy	7	33	70
M&L 65	Lead the development of a quality strategy	4	20	40
M&L 66	Lead the development of a continuous improvement strategy	5	28	50
M&L 46	Establish business risk management processes	5	29	50
M&L 47	Promote equality of opportunity, diversity and inclusion	5	26	50
M&L 49	Design business processes	5	23	50

M&L 51	Develop and manage collaborative relationships with other organisations	5	28	50
M&L 52	Optimise the use of technology	6	29	60
M&L 53	Manage product and/or service development	5	23	50
M&L 54	Manage strategic marketing activities	7	28	70

RELATIONSHIP TO NATIONAL OCCUPATIONAL STANDARDS (NOS) FOR MANAGEMENT AND LEADERSHIP

UNIT NUMBER	UNIT NAME	NOS UNITS
M&L 57	Develop a strategic business plan	CFAM&LBB1
M&L 58	Execute a strategic business plan	CFAM&LBA7
M&L 67	Provide strategic leadership and direction	CFAM&LFA3
M&L 57	Develop a strategic business plan	CFAM&LDD4
M&L 56	Develop a business strategy	CFAM&LEB5
M&L 59	Establish organisational governance controls	CFAM&LFB4
M&L 60	Shape organisational culture and values	CFAM&LFB5
M&L 61	Manage strategic human resources	CFAM&LFB1
M&L 63	Obtain financial resources	CFAM&LFB2
M&L 64	Lead the development of a knowledge management strategy	CFAM&LFB3
M&L 65	Lead the development of a quality strategy	CFAM&LFB5
M&L 66	Lead the development of a continuous improvement strategy	CFAM&LBA4
M&L 46	Establish business risk management processes	CFAM&LBA5

M&L 47	Promote equality of opportunity, diversity and inclusion	CFAM&LBA6
M&L 49	Design business processes	CFAM&LFA1
M&L 51	Develop and manage collaborative relationships with other organisations	CFAM&LBB4
M&L 52	Optimise the use of technology	CFAM&LBA8
M&L 53	Manage product and/or service development	CFAM&LDA1
M&L 54	Manage strategic marketing activities	CFAM&LEA1

DELIVERY OF CMI QUALIFICATIONS

This is predominantly a work based qualification, which will be delivered in the workplace and assessed by a CMI Centre. For the knowledge units CMI Centres are free to deliver these using any mode of delivery that meets the needs of their Learners. However CMI Centres should consider the Learners' complete learning experience when designing the learning programmes.

CMI Centres must ensure that the chosen mode of delivery does not unlawfully or unfairly discriminate, whether direct or indirect, and that equality of opportunity is promoted. Where it is reasonable and practical to do so, it will take steps to address identified inequalities or barriers that may arise.

Please ensure that the content of the CMI Centre Delivery plan is approved by the CMI Quality Manager/Auditor.

For CMI requirements regarding Tutor/Deliverers of CMI qualifications please refer to the CMI Centre Handbook for more information.

ASSESSMENT AND VERIFICATION

The main objective of the assessment of this qualification will be to meet the assessment criteria detailed within each unit.

The primary interface with the Learner is the Assessor whose job it is to assess the evidence presented by the Learner. The Assessor should provide an audit trail showing how the judgement of the Learner's overall achievement has been arrived at.

The CMI Centre's assessment plan, to be agreed with the Quality Manager, should include a matrix for each qualification showing how each unit is to be assessed against the relevant criteria and which specific piece or pieces of work will be identified in relation to each unit. It should also show how assessment is scheduled into the delivery programme.

The CMI Level 7 NVQ Diploma in Strategic Management and Leadership is a work-based qualification; therefore all the units are to be assessed using evidence from the workplace i.e. observable performance, physical products of work (such as reports, plans, correspondence etc), witness testimony, discussion and questioning etc. The following evidence is acceptable:

1. Evidence from Workplace Performance

- Evidence of occupational competence of all units should be generated and collected through performance under workplace conditions. This includes competence units which have knowledge learning outcomes and assessment criteria. The minimum evidence required from a Learner is that they must be able to demonstrate that they have met each assessment criteria on at least one occasion.
- These conditions would be those typical to the Learner's normal place of work. The evidence collected under these conditions should also be as naturally occurring as possible. It is accepted that not all employees have identical workplace conditions and therefore there cannot be assessment conditions that are identical for all Learners. However, Assessors must ensure that, as far as possible, the conditions for assessment should be those under which the Learner usually works.

2. Simulation

- Simulation cannot be applied to the any units within this qualification.

In addition to the specific assessment criteria in each unit, the Learner's work must be:

- Accurate, current and authentic
- Relevant in depth and breadth

There is no grading system for CMI qualifications, and external moderation of Learners' work only confirms that the required criteria for achievement have been met.

For CMI requirements regarding Assessors and Internal Verifiers of CMI qualifications please refer to the [CMI Centre Handbook](#) for more information.

ACCESSIBILITY OF CMI QUALIFICATIONS

There may be incidents where Learners may require special consideration and reasonable adjustments to the delivery and assessment of qualifications. In the event of this, Centres should notify their allocated Quality Manager and CMI.

RECOGNITION OF PRIOR LEARNING AND ACHIEVEMENT

For further guidance on RPL and exemptions can be found in CMI RPL policy. Please [click here](#).

MEMBERSHIP

If an individual is not already in membership at the time of registering on a CMI qualification then your Learner will be provided with free Affiliate membership of the CMI through until the completion of their studies. For details of the benefits of membership please [click here](#). There may be the opportunity to upgrade during the Learners studies dependant on successfully completing an assessment with CMI.

CHARTERED MANAGER

Chartered Managers are consistent high performers, committed to current best practice and ethical standards.

A unique designation, exclusively awarded by the Chartered Management Institute, Chartered Manager embodies a professional approach to management through knowledge, competence, professional standards and commitment to continuing professional development (CPD).

To find out more about how to become a Chartered Manager please [click here](#).

STUDY RESOURCES

Management Direct

www.managers.org.uk/members

It's fast, comprehensive and free to members

Management Direct is a complete online library of comprehensive and up-to-date material that addresses current management practice, supports studying and those looking to develop their skills.

- 220 Management Checklists and 60 Management Thinker profiles
- One page overviews of key Management Models
- Multimedia resources – 400 Leader Videos and e-learning modules
- CMI research and Professional Manager articles
- Authoritative definitions of management terms
- Over 11,000 articles and 600 ebooks to read online when you need them
- Learning Journey playlists for many units giving you easy access to resources specifically selected to support your studies
- Resources to develop your Study Skills, including factsheets on assignment writing, references and citations, learning styles, note taking and avoiding plagiarism.

All these resources are freely available to members from one source. Definitions give you a headline understanding of topic; Checklists and Models provide the essentials; and books and articles enable you to research further. Depending on your need you choose how far you want to go.

E-journals

For in depth research try our e-journals service

CMI has joined forces with EBSCO Information Services to offer members access to Business Source: Corporate, a database providing direct access to articles on management and business from a range of academic journals and business magazines. Members also have access to country, company and industry reports from leading providers.

Access to Business Source Corporate is through ManagementDirect

Online CPD

CPD can take many forms, but the most important feature of any activity you undertake is that there are clear learning outcomes. In many cases these may enable you to have a direct impact at work. Our online CPD scheme enables you to record your learning objectives and the activities you have undertaken and encourages you to assess its impact in your role as a manager. Print reports for your reviews, appraisals or interviews.

Access to CPD is through ManagementDirect.

ESTABLISH BUSINESS RISK MANAGEMENT PROCESSES

Unit Level

5

Unit Number

M&L 46

Ofqual Reference

J/506/2048

Credit Value

5

Total Unit Time

50

**Guided Learning
Hours**

29

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	
		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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to establish business risk management processes and will introduce learners to business risk management models and techniques. Upon completion of this unit, learners will be able to develop and evaluate business risk management processes.

PROMOTE EQUALITY OF OPPORTUNITY, DIVERSITY AND INCLUSION

Unit Level

5

Unit Number

M&L 47

Ofqual Reference

R/506/2053

Credit Value

5

Total Unit Time

50

Guided Learning Hours

26

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to promote equality of opportunity, diversity and inclusion and introduces learners to the key principles underpinning equality, diversity and inclusion in the workforce. Upon completion of this unit, learners will be able to evaluate organisational strategies, policies and practices which address equality, diversity and inclusion requirements. Learners will also be able to promote equality, diversity and inclusion policies and practices.

DESIGN BUSINESS PROCESSES

Unit Level

5

Unit Number

M&L 49

Ofqual Reference

D/506/2055

Credit Value

5

Total Unit Time

50

Guided Learning Hours

23

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required.

Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

1

Understand techniques and tools that support the design of business processes

1.1

Analyse the principles of business change and business process re-engineering

1.2

Evaluate the concept and application of workflow patterns and usability testing

1.3

Evaluate a range of modelling tools

1.4

Analyse the factors to be taken into account when evaluating the effectiveness of business processes

2

Be able to develop business processes

2.1

Evaluate the scope for business process improvement and constraints

2.2

Generate ideas that meet defined business needs

		2.3	Test a proposed process through a modelling exercise	
		2.4	Evaluate the feasibility and viability of a proposed process against agreed criteria	
		2.5	Establish the degree of overlap between a proposed process and existing processes and systems	
		2.6	Resolve tensions between existing and proposed systems and processes	
		2.7	Adhere to organisational policies and procedures, legal and ethical requirements when developing business processes	
3	Be able to evaluate the effectiveness of business processes	3.1	Analyse valid information using techniques that are appropriate to the process being evaluated	
		3.2	Assess the cost and benefit of a business process to the organisation	
		3.3	Justify recommendations for the rejection, adoption or enhancements to processes with evidence	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to design business processes. Upon completion of this unit, learners will have developed an understanding of techniques and tools that support the design of business processes. Learners will be able to develop and evaluate business processes.

DEVELOP AND MANAGE COLLABORATIVE RELATIONSHIPS WITH OTHER ORGANISATIONS

Unit Level

5

Unit Number

M&L 51

Ofqual Reference

T/506/2059

Credit Value

5

Total Unit Time

50

**Guided Learning
Hours**

28

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required.

Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	
		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	
ADDITIONAL INFORMATION ABOUT THIS UNIT				

Unit Aims

This unit aims to develop the knowledge and skills required to develop and manage collaborative relationships with other organisations and introduces learners to the key principles of effective collaboration. Upon completions of this unit, learners will be able to identify external collaborative relationships to be developed and consequently collaborate with other organisations

OPTIMISE THE USE OF TECHNOLOGY

Unit Level

5

Unit Number

M&L 52

Ofqual Reference

F/506/2064

Credit Value

6

Total Unit Time

60

**Guided Learning
Hours**

29

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required.

Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	
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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to optimise the use of technology and introduces learners to the key principles underpinning the optimisation of technology. Upon completion of this unit, learners will be able to scope the use of technology, optimise the use of technology solutions, and manage the use of technology.

MANAGE PRODUCT AND/OR SERVICE DEVELOPMENT

Unit Level

5

Unit Number

M&L 53

Ofqual Reference

Y/506/2068

Credit Value

5

Total Unit Time

50

**Guided Learning
Hours**

23

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to manage product and/or service development. Upon completion of this unit, learners will have an understanding of the development of new or improved products and/or services. Learners will be able to establish the need for, and manage the development of, new or improved products and/or services.

MANAGE STRATEGIC MARKETING ACTIVITIES		Unit Level	5	Assessment Guidance Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.
		Unit Number	M&L 54	
		Ofqual Reference	L/506/2293	
		Credit Value	7	
		Total Unit Time	70	
		Guided Learning Hours	28	
LEARNING OUTCOMES		ASSESSMENT CRITERIA		
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	

		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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to manage strategic marketing activities. Upon completion of this unit, learners will have developed an understanding of the strategic management of marketing activities. Learners will be able to evaluate a market, develop a marketing communications strategy and plan and manage strategic marketing activities.

DEVELOP A BUSINESS STRATEGY

Unit Level

7

Unit Number

M&L 56

Ofqual Reference

Y/506/2071

Credit Value

6

Total Unit Time

60

Guided Learning Hours

41

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

1	Understand the principles underpinning the development of a business strategy		Analyse the components and scope of strategy and its links with other aspects of business	1.1 Components and scope could include, but are not exclusive to: <ul style="list-style-type: none"> • Strategic business units (SBUs) • Business functions • National / international
		1.2	Evaluate the use of environmental scanning techniques and scenario planning models	1.2 Environmental scanning techniques and scenario planning models could include, but are not exclusive to: <ul style="list-style-type: none"> • Identifying weak and strong signals through STEEPLE analysis • Intelligence gathering on competitors and markets • Event strings to identify what could arise • Metaphors to look at the future state of an organisation
		1.3	Assess the use of economic forecasting data for strategy development purposes	1.4 Decision making tools and techniques could include, but are not exclusive to: <ul style="list-style-type: none"> • Decision trees • The Pugh matrix • Attribute trade off models • Quality Functional Deployment(QFD) process • Perceived user value curves (PUV) curves • Decision action cycles • Root cause analysis • Ishikawa diagrams
		1.4	Analyse the use of decision making tools and techniques	
		1.5	Evaluate a range of perspectives and approaches to business strategy development	1.5 Range of perspectives could include, but are not exclusive to:

				<ul style="list-style-type: none"> • Deliberate strategies • Emergent strategies • The resource based view of the firm • Scenario planning
		1.6	Analyse the usefulness of strategic planning tools and theories	
		1.7	Assess the relationship between strategy analysis and strategic choice	
		1.8	Analyse the value of variable pricing strategies at different stages of an organisation's lifecycle	
2	Be able to evaluate an organisation's operating environment	2.1	Evaluate the impact of political, economic, social, technological, legal, ethical and environmental factors on an organisation and its markets	
		2.2	Analyse competitor activity, their products and/or services	
		2.3	Characterise the scope and nature of stakeholders' interests	
		2.4	Identify and assess market value and potential in existing and potential markets	
		2.5	Model a range of scenarios relating to an organisation's intended market position	
3	Be able to develop a strategic vision	3.1	Formulate a strategic vision that takes account of the operating environment and stakeholders' expectations	
		3.2	Take action to ensure the strategic vision is consistent with the organisation's purpose, its values and long term goals	
		3.3	Specify stakeholders' roles and responsibilities in strategy development	

		3.4	Articulate the strategic vision and its practical application to business across the organisation	
4	Be able to develop a business strategy	4.1	Benchmark the organisation's place in the market and in its lifecycle	
		4.2	Identify an organisation's competitive edge(s)	
		4.3	Develop a strategy that is viable and is consistent with the organisation's strategic vision, mission and values	
		4.4	Evaluate a range of models to deliver the strategy	
		4.5	Evaluate the extent to which existing organisational structures and processes are capable of delivering the strategy	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to develop a business strategy and introduces learners to the key principles underpinning the development of a business strategy. Upon completion of this unit, learners will be able to evaluate an organisation's operating environment, develop a strategic vision, and develop a business strategy.

DEVELOP A STRATEGIC BUSINESS PLAN

Unit Level

7

Unit Number

M&L 57

Ofqual Reference

K/506/2074

Credit Value

5

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

		Total Unit Time	50	
		Guided Learning Hours	31	
LEARNING OUTCOMES		ASSESSMENT CRITERIA		
1	Understand the principles underpinning the development of a strategic business plan	1.1	Evaluate a range of strategic planning theories and models	
		1.2	Analyse the principles of resource management	
		1.3	Evaluate the principles of capital investment appraisal	
		1.4	Evaluate the role of stakeholders in the development of strategic business plans	
		1.5	Explain how to involve stakeholders in the development of strategic business plans	
2	Be able to prepare for business strategy implementation	2.1	Prioritise strategic objectives in a way that is consistent with an organisation's vision and values	
		2.2	Identify programmes of activity that are capable of achieving strategic objectives	
		2.3	Develop risk management plans that address identified and likely potential risks	
		2.4	Identify current and likely future resource requirements	
		2.5	Assess the costs and benefits of different approaches to strategy implementation	

		2.6	Develop policies that are consistent with the strategy and vision and which are capable of meeting the objectives	
		2.7	Set meaningful and realistic Key Performance Indicators (KPIs) and evaluation criteria	
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	
		4.1	Articulate the business plan and gain the support of stakeholders	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to develop a strategic business plan and introduces learners to the key principles underpinning the development of a strategic business plan. Upon completion of this unit, learners will be able to prepare for business strategy implementation and develop plans to deliver the business strategy.

EXECUTE A STRATEGIC BUSINESS PLAN

Unit Level

7

Unit Number

M&L 58

Ofqual Reference

A/506/2077

Credit Value

5

Total Unit Time

50

Guided Learning Hours

29

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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**

1.4 **Principles of business process re-engineering** could include, but are not exclusive to:

- Process change and redesign
- Lean thinking and the reduction or elimination of non-added value process

		1.5	Evaluate the application of project management techniques to monitoring the execution of a strategic business plan	<ul style="list-style-type: none"> • Process measurement • The reduction or control of process variation for example Six Sigma • Organisational redesign
		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	
		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

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to execute a strategic business plan, and introduces learners to the key principles underpinning the execution of a strategic business plan. Upon completion of this unit, learners will be able to implement and evaluate a strategic business plan.

ESTABLISH ORGANISATIONAL GOVERNANCE CONTROLS

Unit Level

7

Unit Number

M&L 59

Ofqual Reference

F/506/2078

Credit Value

4

Total Unit Time

40

**Guided Learning
Hours**

26

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

1

Understand the nature of compliance and non-compliance with governance requirements

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	2.6 Codes of practice should include, but not necessarily be limited, to the Eurozone.
		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	
		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
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ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to establish organisational governance controls. Upon completion of this unit, learners will have developed an understanding of the nature of compliance and non-compliance with governance requirements and the legal and regulatory framework affecting businesses. Learners will be able to establish governance controls.

SHAPE ORGANISATIONAL CULTURE AND VALUES

Unit Level

7

Unit Number

M&L 60

Ofqual Reference

J/506/2079

Credit Value

5

Total Unit Time

50

Guided Learning Hours

35

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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

1.1/1.2/1.4/1.6 **Organisational cultures** could be the learner's organisation or in the case of small organisations the learner might contract with other organisations known to the learner e.g. a supplier or contractor

		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	<p>2.6 Tools could include, but are not exclusive to:</p> <ul style="list-style-type: none"> • Methods of communication • Negotiation, arbitration and mediation
		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
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ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to shape organisational culture and values. Upon completion of this unit, learners will have developed an understanding of, and be able to influence, organisational culture and values.

MANAGE STRATEGIC HUMAN RESOURCES

Unit Level

7

Unit Number

M&L 61

Ofqual Reference

A/506/2080

Credit Value

5

Total Unit Time

50

Guided Learning Hours

23

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	2.4 Policies and practices should include, but not be limited to, recruitment, performance management and training & development.
		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	
		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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to manage strategic human resources. Upon completion of this unit, learners will have developed an understanding of strategic workforce planning. Learners will be able to optimise retention in an organisation and will be able to manage human resource strategically.

OBTAIN FINANCIAL RESOURCES

Unit Level	7
Unit Number	M&L 63
Ofqual Reference	J/506/2082
Credit Value	6
Total Unit Time	60
Guided Learning Hours	20

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to obtain financial resources. Upon completion of this unit, learners will have developed an understanding of methods of raising finance, and will be able to identify the need for, and obtain, financial resources.

LEAD THE DEVELOPMENT OF A KNOWLEDGE MANAGEMENT STRATEGY

Unit Level	7
Unit Number	M&L 64
Ofqual Reference	D/506/2959
Credit Value	7
Total Unit Time	70
Guided Learning Hours	33

Assessment Guidance
<p>Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required.</p> <p>Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.</p>

LEARNING OUTCOMES

ASSESSMENT CRITERIA

1	Understand the principles underpinning knowledge management	1.1	Analyse the value of knowledge management	<p>1.1 In analysing the value of knowledge management a response could refer to knowledge management as:</p> <ul style="list-style-type: none"> • A data and information systems e.g. data base • Document management systems • Net based portal • Social systems <p>This is not an exhaustive list.</p>
		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	<p>1.4 Strategic asset a response could refer to knowledge management with reference to:</p> <ul style="list-style-type: none"> • Intellectual property IP • Intellectual capital <p>This is not an exhaustive list.</p> <p>1.5 Different knowledge management approaches and schools of thought could include KM system as:</p> <ul style="list-style-type: none"> • A data and information computer systems • Document management systems • An internet or intranet net based portal to access data and information • A social system <p>And could include reference to:</p> <ul style="list-style-type: none"> • The SECI model • The work of Nonaka and the concept of Ba • The eastern and western context <p>These are not exhaustive lists.</p>
		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	<p>2.1 The creation, development, sharing and transfer of knowledge should cover some of the following in the context of the learner's organisation:</p> <ul style="list-style-type: none"> • Capture • Storage • Creation of new knowledge and understanding • Dissemination • Measurement
		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	<p>There might also be reference made to culture.</p> <p>2.4 Protocols might include those relating to:</p> <ul style="list-style-type: none"> • Information and data security • Data base formats • Document management systems <p>This is not an exhaustive list</p>
		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	
		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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to lead the development of a knowledge management strategy and introduces learners to the key principles underpinning knowledge management. Upon completion of this unit, learners will be able to develop a knowledge management strategy, as well as manage and promote knowledge management.

LEAD THE DEVELOPMENT OF A QUALITY STRATEGY

Unit Level	7	Assessment Guidance Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.
Unit Number	M&L 65	
Ofqual Reference	J/506/2101	
Credit Value	4	
Total Unit Time	40	
Guided Learning Hours	20	

LEARNING OUTCOMES		ASSESSMENT CRITERIA	
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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to lead the development of a quality strategy and introduces learners to the key principles underpinning the development of a quality strategy. Upon completion of this unit, learners will be able to develop a quality strategy and manage quality.

LEAD THE DEVELOPMENT OF A CONTINUOUS IMPROVEMENT STRATEGY

Unit Level

7

Unit Number

M&L 66

Ofqual Reference

F/506/2114

Credit Value

5

Total Unit Time

50

Guided Learning Hours

28

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

1

Understand the principles underpinning the development of a continuous improvement strategy

ASSESSMENT CRITERIA

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

1.1 In defining the **scope of continuous improvement** could make reference to:

- Kaizen
- The Japanese concept of Ba
- Systems and processes which can be engineered and measured
- Systems as socio technical processes.

1.2 **Continuous and continual** could include: philosophy, culture and learning environment

1.3 **Range of approaches** might include, but is not exclusive to:

- Kaizen

		1.4	Evaluate the implications of staff involvement in continuous improvement	<ul style="list-style-type: none"> Continuous Improvement and improvement tools <p>1.5 Development of continuous improvement could include reference to:</p> <ul style="list-style-type: none"> Japanese concepts of Kaizen and Ba A philosophy of shared learning The introduction and evolution of quality tools e.g. Toyota How continuous improvement has developed within your organisation
		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	<p>2.2 A strategy that is capable of evaluating business performance might include:</p> <ul style="list-style-type: none"> The use of score card methods for performance management and measurement The strategy for collecting, storing and disseminating appropriate measurement data
		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	

		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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to lead the development of a continuous improvement strategy and introduces learners to the key principles underpinning the development of a continuous improvement strategy. Upon completion of this unit, learners will be able to develop a continuous improvement strategy and manage continuous improvement.

PROVIDE STRATEGIC LEADERSHIP AND DIRECTION

Unit Level

7

Unit Number

M&L 67

Ofqual Reference

R/506/2117

Credit Value

6

Total Unit Time

60

Guided Learning Hours

39

Assessment Guidance

Assessment Guidance is provided below for some Assessment Criteria. The purpose of this is to clarify and define elements of the Assessment Criteria as required. Assessment Guidance provided is for example purposes only and is not intended to be exhaustive.

LEARNING OUTCOMES

ASSESSMENT CRITERIA

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	
		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	

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit aims to develop the knowledge and skills required to provide strategic leadership and direction. Upon completion of this unit, learners will have developed an understanding of the characteristics underpinning strategic leadership and direction. Learners will be able to develop leadership and direction to achieve organisational objectives and will be able to evaluate the effectiveness of the leadership and direction of an organisation.

APPENDIX 1

Revisions to Document

The below table summarises any revisions made to this document since March 2018.

Revisions to Document	Rationale for Revision	Document Version	Date Revisions Made
Qualification end date refer to CMI Qualifications External List	Qualification end date refer to CMI Qualifications External List	Version 8	July 2022
Qualification extended	Qualification extended to 31st Aug 2022	Version 7	25th February 2021
Qualification extended	Qualification extended to 31st Aug 2020	Version 6	18 th July 2019
Qualification extended	Qualification extended to 31 st Aug 2019	Version 5	15 th March 2018
First publication		Version 1	1 st Sept 2014