Technical specifications for

City & Guilds Level 7

NVQ Diploma in Strategic Management and Leadership (8624)

Version: 1.1 (June 2023)

**Level 7 NVQ Diploma in Strategic Management and Leadership (QCF)**

**601/3241/3**

|  |  |
| --- | --- |
| **Contents** | **Page** |

Qualification Overview: ILM Level 7 NVQ Diploma in Strategic Management

and Leadership 3

Mandatory Group A Unit Specifications 7

Optional Group B Unit Specifications 12

**Note:** This a qualification specific document and should always be read in conjunction with the Supporting Notes available at [*www.i-l-m.com*](http://www.i-l-m.com)or from ILM Customer Services (*customer@i-l-m.com*)and the ILM Customer Handbook. All ILM qualifications are awarded by The City and Guilds of London Institute.

***THIS PAGE IS INTENTIONALLY BLANK***

**QUALIFICATION(S) OVERVIEW:**

|  |  |
| --- | --- |
| **Level 7 NVQ Diploma in Strategic Management and Leadership (QCF)** | |
| Purpose of the qualification | The Level 7 NVQ Diploma in Strategic Management and Leadership will allow practising or potential senior managers to develop their strategic management skills, gaining the knowledge, skills and understanding required to demonstrate their occupational competence against the related areas of the 2012 National Occupational Standards (NOS) for leadership and management.  This new qualification builds upon the current Level 5 NVQ Diploma in Management with a strong focus on delivering the underpinning knowledge required at this level. By broadening the skills, knowledge and behaviours at both a higher level and in more flexible and practical ways related to today’s senior leadership and management practices. It also allows senior managers to critically evaluative their skills for their formal development in a senior strategic role to provide leadership and coaching to other managers or staff and focus on organisational performance and strategy. |
| Progression routes | Successful candidates may expect to benefit from enhanced career prospects within management and leadership.  Successful candidates at Level 7 may choose to progress on to other NVQ’s in another appropriate occupational areas – provided that their circumstances allow for competence to be demonstrated against the appropriate NOS.  Alternatively, candidates may choose to progress to a vocationally related programme – in management and leadership or a University programme of study. |
| Credit Value | 45 |
| Induction | 2 hours |
| Tutorial Support | At least 13 hours |
| Guided Learning Hours | 223 |
| Average Guided Learning Hours | 252 |
| Total Qualification Time | 450 |
| Structure | Candidates must complete all units from Mandatory Group A with a combined credit value of 16, and a minimum of 29 credits from Optional Units Group B. A minimum of 35 credits must be achieved through the completion of units at Level 7 or above. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Unit number** | **CFA Ref.** | **Mandatory Units Group A** | **Credit Value** |
| 8624-700 | M&L 57 | Develop a Strategic Business Plan | 5 |
| 8624-701 | M&L 58 | Execute a Strategic Business Plan | 5 |
| 8624-702 | M&L 67 | Provide Strategic Leadership and Direction | 6 |
|  |  | **Optional Units Group B** | **Credit Value** |
| 8624-703 | M&L 56 | Develop a Business Strategy | 6 |
| 8624-704 | M&L 59 | Establish Organisational Governance Controls | 4 |
| 8624-705 | M&L 60 | Shape Organisational Culture and Values | 5 |
| 8624-706 | M&L 61 | Manage Strategic Human Resources | 5 |
| 8624-707 | M&L 63 | Obtain Financial Resources | 6 |
| 8624-708 | M&L 64 | Lead the Development of a Knowledge Management Strategy | 7 |
| 8624-709 | M&L 65 | Lead the Development of a Quality Strategy | 4 |
| 8624-710 | M&L 66 | Lead the Development of a Continuous Improvement Strategy | 5 |
| 8624-503 | M&L 46 | Establish Business Risk Management Processes | 5 |
| 8624-504 | M&L 47 | Promote Equality of Opportunity, Diversity and Inclusion | 5 |
| 8624-501 | M&L 49 | Design Business Processes | 5 |
| 8624-505 | M&L 51 | Develop and Manage Collaborative Relationships with Other Organisations | 5 |
| 8624-506 | M&L 52 | Optimise the Use of Technology | 6 |
| 8624-507 | M&L 53 | Manage Product and/or Service Development | 5 |
| 8624-508 | M&L 54 | Manage Strategic Marketing Activities | 7 |

***THIS PAGE IS INTENTIONALLY BLANK***

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

**Mandatory Group A**

**UNIT SPECIFICATIONS**

|  |  |  |
| --- | --- | --- |
| **Title** | Develop a Strategic Business Plan | |
| **Skills CFA Reference** | M&L 57 | |
| **Level** | 7 | |
| **Credit Value** | 5 | |
| **GLH** | 31 | |
| **Unit Reference No.** | K/506/2074 | |
| **Unit aim(s)** | 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. | |
| **Learning Outcomes** | **Assessment Criteria** | |
| The learner will: | The learner can: | |
| 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  3.5 Articulate the business plan and gain the support of stakeholders | |
| **Additional Information about the Unit** | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LBA6 Develop strategic business plans |
| Assessment requirements or guidance specified by a sector or regulatory body (if  appropriate) | | Skills CFA Assessment Strategy Competence units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | 15.3 |

|  |  |  |
| --- | --- | --- |
| **Title** | Execute a Strategic Business Plan | |
| **Skills CFA Reference** | M&L 58 | |
| **Level** | 7 | |
| **Credit Value** | 5 | |
| **GLH** | 29 | |
| **Unit Reference No.** | A/506/2077 | |
| **Unit aim(s)** | 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. | |
| **Learning Outcomes** | **Assessment Criteria** | |
| The learner will: | 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  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 the Unit** | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LFA1 Implement and evaluate strategic business plans |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Provide Strategic Leadership and Direction | | |
| **Skills CFA Reference** | M&L 67 | | |
| **Level** | 7 | | |
| **Credit Value** | 6 | | |
| **GLH** | 39 | | |
| **Unit aim(s)** | 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. | | |
| **Unit Reference No.** | R/506/2117 | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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  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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LBA1 Lead your organisation |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

***THIS PAGE IS INTENTIONALLY BLANK***

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

**Optional Group B**

**UNIT SPECIFICATIONS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Develop a Business Strategy | | |
| **Skills CFA Reference** | M&L 56 | | |
| **Level** | 7 | | |
| **Credit Value** | 6 | | |
| **GLH** | 41 | | |
| **Unit Reference No.** | Y/506/2071 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | The learner can: | |
| 1. Understand the principles underpinning the development of a business strategy | | 1.1 Analyse the components and scope of strategy and its links with other aspects of business  1.2 Evaluate the use of environmental scanning techniques and scenario planning models  1.3 Assess the use of economic forecasting data for strategy development purposes  1.4 Analyse the use of decision making tools and techniques  1.5 Evaluate a range of perspectives and approaches to business strategy development  1.6 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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LBA4 Evaluate your organisation’s operating environment  • CFAM&LBA5 Develop your organisation’s vision and strategy |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Establish Organisational Governance Controls | | |
| **Skills CFA Reference** | M&L 59 | | |
| **Level** | 7 | | |
| **Credit Value** | 4 | | |
| **GLH** | 26 | | |
| **Unit Reference No.** | F/506/2078 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 on 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 | |
| **Additional Information about the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | |  |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Shape Organisational Culture and Values | | |
| **Skills CFA Reference** | M&L 60 | | |
| **Level** | 7 | | |
| **Credit Value** | 5 | | |
| **GLH** | 35 | | |
| **Unit Reference No.** | J/506/2079 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 | |
| **Additional Information about the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LBA8 Develop your organisation’s values and culture |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Manage Strategic Human Resources | | |
| **Skills CFA Reference** | M&L 61 | | |
| **Level** | 7 | | |
| **Credit Value** | 5 | | |
| **GLH** | 23 | | |
| **Unit Reference No.** | A/506/2080 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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  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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | |  |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Obtain Financial Resources | | |
| **Skills CFA Reference** | M&L 63 | | |
| **Level** | 7 | | |
| **Credit Value** | 6 | | |
| **GLH** | 20 | | |
| **Unit Reference No.** | J/506/2082 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 | |
| 1. 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 | |
| 1. 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 the Unit** | | | |
| Details of the relationship between the unit and relevant national occupational standards  or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National Occupational Standards :  • CFAM&LEA1 Identify and justify requirements for financial resources  • CFAM&LEA2 Obtain finance from external sources |
| Assessment requirements or guidance specified by a sector or regulatory body (if  appropriate) | | | Skills CFA Assessment Strategy Competence units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Lead the Development of a Knowledge Management Strategy | | |
| **Skills CFA Reference** | M&L 64 | | |
| **Level** | 7 | | |
| **Credit Value** | 7 | | |
| **GLH** | 33 | | |
| **Unit Reference No.** | D/506/2959 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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  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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:   * CFAM&LEC1 - Promote knowledge management and sharing * CFAM&LEC2 - Manage information, knowledge and communication systems * CFAM&LEC3 - Develop knowledge and make it available |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Lead the Development of a Quality Strategy | | |
| **Skills CFA Reference** | M&L 65 | | |
| **Level** | 7 | | |
| **Credit Value** | 4 | | |
| **GLH** | 20 | | |
| **Unit Reference No.** | J/506/2101 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 | |
| **Additional Information about the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if  appropriate) | | | Management & Leadership (2012) National  Occupational Standards:   * CFAM&LFE1 Manage quality assurance systems |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |
| --- | --- | --- |
| **Title** | Lead the Development of a Continuous Improvement Strategy | |
| **Skills CFA Reference** | M&L 66 | |
| **Level** | 7 | |
| **Credit Value** | 5 | |
| **GLH** | 28 | |
| **Unit Reference No.** | F/506/2114 | |
| **Unit aim(s)** | 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. | |
| **Learning Outcomes** | **Assessment Criteria** | |
| The learner will: | 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  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 the Unit** | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LFE5 Manage continuous improvement |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Establish Business Risk Management Processes | | |
| **Skills CFA Reference** | M&L 46 | | |
| **Level** | 5 | | |
| **Credit Value** | 5 | | |
| **GLH** | 29 | | |
| **Unit Reference No.** | J/506/2048 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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  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 | |
| **Additional Information about the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LBB1 Manage risks to your organisation |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Promote Equality of Opportunity, Diversity and Inclusion | | |
| **Skills CFA Reference** | M&L 47 | | |
| **Level** | 5 | | |
| **Credit Value** | 5 | | |
| **GLH** | 26 | | |
| **Unit Reference No.** | R/506/2053 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 | |
| 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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LBA7 Promote equality of opportunity, diversity and inclusion |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Design Business Processes | | |
| **Skills CFA Reference** | M&L 49 | | |
| **Level** | 5 | | |
| **Credit Value** | 5 | | |
| **GLH** | 23 | | |
| **Unit Reference No.** | D/506/2055 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | The learner can: | |
| 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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LFA3 Manage business processes |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Develop and Manage Collaborative Relationships with Other Organisations | | |
| **Skills CFA Reference** | M&L 51 | | |
| **Level** | 5 | | |
| **Credit Value** | 5 | | |
| **GLH** | 28 | | |
| **Unit Reference No.** | T/506/2059 | | |
| **Unit aim(s)** | 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 completion of this unit, learners will be able to identify external collaborative relationships to be developed and consequently collaborate with other organisations. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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  .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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LDD4 Develop and sustain collaborative relationships with other organisations |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Optimise the Use of Technology | | |
| **Skills CFA Reference** | M&L 52 | | |
| **Level** | 5 | | |
| **Credit Value** | 6 | | |
| **GLH** | 29 | | |
| **Unit Reference No.** | F/506/2064 | | |
| **Unit aim(s)** | 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 technological solutions, and manage the use of technology. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 | |
| 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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LEB5 Optimise effective use of technology |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Manage Product and/or Service Development | | |
| **Skills CFA Reference** | M&L 53 | | |
| **Level** | 5 | | |
| **Credit Value** | 5 | | |
| **GLH** | 23 | | |
| **Unit Reference No.** | Y/506/2068 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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 | |
| **Additional Information about the Unit** | | | |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National Occupational Standards:  • CFAM&LFB4 Manage the development of products and services  • CFAM&LFB5 Manage the marketing of products and services |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence units (S/NVQ) |
| Support for the unit from an SSC or other appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | Manage Strategic Marketing Activities | | |
| **Skills CFA Reference** | M&L 54 | | |
| **Level** | 5 | | |
| **Credit Value** | 7 | | |
| **GLH** | 28 | | |
| **Unit Reference No.** | L/506/2293 | | |
| **Unit aim(s)** | 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. | | |
| **Learning Outcomes** | | **Assessment Criteria** | |
| The learner will: | | 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  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 the Unit** | | | |
| Details of the relationship between the unit  and relevant national occupational standards or other professional standards or curricula (if appropriate) | | | Management & Leadership (2012) National  Occupational Standards:  • CFAM&LFB1 Develop understanding of your markets and customers  • CFAM&LFB2 Develop marketing plans  • CFAM&LFB3 Implement marketing plans  • CFAM&LFB5 Manage the marketing of products and services |
| Assessment requirements or guidance  specified by a sector or regulatory body (if appropriate) | | | Skills CFA Assessment Strategy Competence  units (S/NVQ) |
| Support for the unit from an SSC or other  appropriate body (if required) | | | Skills CFA |
| Location of the unit within the subject/sector  classification system | | | 15.3 |

*THIS PAGE IS INTENTIONALLY BLANK*