Unit Title:	**Contribute to the improvement of business performance**
OCR unit number:	34
Level:	3
Credit value:	6
Guided learning hours:	33
Unit reference number:	D/506/1911

Unit aim and purpose

This unit aims to develop the knowledge and skills required to contribute to the improvement of business performance. Upon completion of this unit, learners will have developed an understanding of the key principles associated with resolving business problems and an understanding of improvement techniques and processes. Learners will be able to apply this knowledge when solving problems in business and when contributing to the improvement of business activities.

Learning Outcomes	Assessment Criteria	Additional Guidance
The Learner will: 1 Understand the principles of resolving business problems	**The Learner can:** 1.1 Explain the use of different **problem-solving techniques**	**Problem-solving techniques** may include: • Define and clarify the issue • Gather all the facts and understand their causes • Brainstorm possible options and solutions • Consider and compare the pros and cons of each option • Select the best option • Explain your decision to those involved and affected
	1.2 Explain the organisational and **legal constraints** relating to problem-solving	**Legal constraints** refer to a limit that is set out to regulate how far a person or an organisation can go in regards to a specific matter
	1.3 Describe the role of **stakeholders** in problem-solving 1.4 Describe the steps in the business **decision-making process**	**Stakeholders** may include: • Shareholders • Directors • Colleagues and managers • Customers

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Learning Outcomes	Assessment Criteria	Additional Guidance
	1.5 Analyse the implications of adopting recommendations and implementing decisions to solve business problems	• The local community in which a business operates • Standards agencies The description of how a decision is made will need to be in line with organisational policies and procedures
2 Understand improvement techniques and processes	2.1 Describe the purpose and benefits of continuous improvement 2.2 Analyse the features, use and constraints of different **continuous improvement techniques and models** 2.3 Explain how to carry out a **cost-benefit analysis** 2.4 Explain the importance of feedback from customers and other **stakeholders** in continuous improvement	**Continuous improvement techniques and models** could include: • Training programmes • Surveys • Time studies • Brainstorming sessions **Cost-benefit analysis** refers to a systematic approach for estimating the strengths and weaknesses of different options **Stakeholders** may include: • Shareholders • Directors • Colleagues and managers • Customers • The local community in which a business operates • Standards agencies
3 Be able to solve problems in business	3.1 Identify the nature, likely cause and implications of a problem 3.2 Evaluate the **scope** and scale of a problem 3.3 Analyse the possible courses of action that can be taken in response to a problem 3.4 Use evidence to justify the approach to problem-solving	The **scope** of a problem refers to those affected and may include: • Colleagues • Departments • Organisation • Customers • Resources

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Learning Outcomes	Assessment Criteria	Additional Guidance
	3.5 Develop a plan and success criteria that are appropriate to the nature and scale of a problem 3.6 Obtain **approval** to implement a solution to a problem 3.7 Take action to resolve or mitigate a problem 3.8 Evaluate the degree of success and scale of the implications of a solved problem	**Approval** must be from the relevant higher authority
4 Be able to contribute to the improvement of activities	4.1 Identify the nature, scope and scale of possible contributions to continuous improvement activities 4.2 Measure changes achieved against existing baseline data 4.3 Calculate performance measures relating to cost, quality and delivery 4.4 Justify the case for adopting improvements identified with evidence 4.5 Develop **standard operating procedures** and resource plans that are capable of implementing agreed changes	**Standard operating procedures** set out the method, practice and procedures specific to the organisation

Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

Guidance on assessment

Skills CFA Assessment Strategy Competence units (S/NVQ)

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	Unit number	Title
Business & Administration (2013) National Occupational Standards:	CFABAH122	• Assist in improving organisational performance

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications' (A850)* on the OCR website www.ocr.org.uk .

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