

Management and Leadership Level 5 Units

Contents

No.	Detail	Page
M&L 45	Contribute to the development of a strategic plan	3
M&L 46	Establish business risk management processes	5
M&L 47	Promote equality of opportunity, diversity and inclusion	7
M&L 48	Principles of business finance	9
M&L 49	Design business processes	11
M&L 50	Manage strategic change	13
M&L 51	Develop and manage collaborative relationships with other organisations	16
M&L 52	Optimise the use of technology	18
M&L 53	Manage product and/or service development	20
M&L 54	Manage strategic marketing activities	22
M&L 55	Principles of management and leadership	24

Title	Contribute to the development of a strategic plan	
Skills CFA Reference	M&L 45	
Level	5	
Credit Value	5	
GLH	31	
Unit Reference No.	A/506/2046	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles of strategic planning	1.1 Evaluate a range of strategic planning models 1.2 Evaluate the advantages and limitations of a range of analytical techniques 1.3 Analyse a range of perspectives of and approaches to business strategy	
2. Be able to analyse the factors affecting the development of strategic plans	2.1 Evaluate political, economic, social, technological, legal and ethical factors affecting the development of strategic plans 2.2 Evaluate the market factors that may influence strategic planning decisions 2.3 Evaluate the application of scanning tools to strategy development	
3. Be able to make a contribution to a strategic plan	3.1 Analyse the relationship between strategic intentions, strategic choice and strategy formulation 3.2 Make viable contributions that are consistent with strategic objectives and resource constraints 3.3 Evaluate the impact of a proposed strategy on a business	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&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

Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

DRAFT

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	
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	

	<p>3.2 Evaluate risk using valid quantitative and qualitative information</p> <p>3.3 Identify areas for improvement in identifying and managing risk</p> <p>3.4 Encourage a culture that accepts and manages risk</p>
--	---

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

Title	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	
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	

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

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> CFAM&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
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Principles of business finance	
Skills CFA Reference	M&L 48	
Level	5	
Credit Value	5	
GLH	33	
Unit Reference No.	Y/506/2054	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand business finance within a management context	1.1 Explain how to analyse the financial health of an organisation by interpreting a set of accounts and management information 1.2 Explain the uses and limitations of financial ratios 1.3 Explain the uses of statutory financial reports 1.4 Explain the difference between the uses of cost accounting and management accounting 1.5 Explain the benefits and limitations of short-term and long-term financing options 1.6 Explain how to carry out a cost-benefit analysis	
2. Understand the commercial implications of managerial decisions	2.1 Analyse the uses of management accounts for decision-making purposes 2.2 Evaluate the importance of break even, contribution and their underlying assumptions 2.3 Evaluate the effectiveness and suitability of budgetary control methods 2.4 Explain tools and techniques to identify commercial opportunities and risks 2.5 Assess the commercial impact of managerial decisions	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LEA1 Identify and justify requirements for financial resources

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

DRAFT

Title	Design business processes	
Skills CFA Reference	M&L 49	
Level	5	
Credit Value	5	
GLH	23	
Unit Reference No.	D/506/2055	
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	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&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
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage strategic change	
Skills CFA Reference	M&L 50	
Level	5	
Credit Value	7	
GLH	25	
Unit Reference No.	H/506/2056	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the management and evaluation of change	1.1 Evaluate the characteristics and application of a range of change management models for different organisational structures 1.2 Analyse stakeholder mapping techniques used for managing and evaluating change 1.3 Analyse techniques to evaluate change 1.4 Evaluate the relationship between change management, business continuity and crisis management	
2. Be able to plan for strategic change	2.1 Assess the reasons for, scope and inherent risks of a required change 2.2 Evaluate the influences of the internal and external environment on a change 2.3 Analyse the ethical dimensions of a change 2.4 Identify viable alternative strategies for achieving a desired change 2.5 Justify with evidence the selected strategy to be taken to manage a change 2.6 Develop a plan that specifies specific, measurable, achievable, realistic and time-bound objectives and resources 2.7 Develop a stakeholder engagement plan that addresses their needs and concerns 2.8 Specify mechanisms for the management of risks and interdependencies that are capable of meeting strategic objectives	
3. Be able to manage strategic change	3.1 Allocate resources and responsibilities in accordance with the plan 3.2 Take action to ensure the change plan is	

	<p>implemented in accordance with organisational values and procedures</p> <p>3.3 Take action to ensure operational plans are not compromised by the introduction of change and remain capable of delivering the strategy</p> <p>3.4 Take into account the on-going commitment of stakeholders to a change and its implications</p> <p>3.5 Manage friction between stakeholders' needs and interdependencies in accordance with the change plan</p>
4. Be able to evaluate strategic change	<p>4.1 Establish valid evaluation criteria that are capable of measuring the effects of change</p> <p>4.2 Select and use evaluation tools and techniques that are appropriate to the nature of change</p> <p>4.3 Evaluate aspects of change that were successful and ascertain why other aspects were not successful</p> <p>4.4 Justify recommendations made with valid evidence</p> <p>4.5 Identify the implications for knowledge management systems and processes</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&LCA1 Identify and evaluate opportunities for innovation and improvement • CFAM&LCA2 Plan change • CFAM&LCA3 Engage people in change • CFAM&LCA4 Implement change • CFAM&LCA5 Evaluate change
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA

Availability for use	Shared
Unit available from	31 August 2014

DRAFT

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	
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 3.3 Develop arrangements to manage	

	<p>relationships that will realise the benefits of collaboration</p> <p>3.4 Collaborate within agreed terms of reference in a way that enhances the reputation of the organisation and fosters productive working relationships</p> <p>3.5 Evaluate the effectiveness of on-going collaborative relationships</p>
--	---

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> CFAM&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
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

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	
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	

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

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&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
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

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	
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	
Unit expiry date	31 August 2017
Details of the relationship between the unit	Management & Leadership (2012) National

and relevant national occupational standards or other professional standards or curricula (if appropriate)	Occupational Standards: <ul style="list-style-type: none"> • 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
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

DRAFT

Title	Manage strategic marketing activities	
Skills CFA Reference	M&L 54	
Level	5	
Credit Value	7	
GLH	28	
Unit Reference No.	L/506/2293	
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	

	<p>priorities</p> <p>4.3 Monitor the performance of products and/or services and subcontractors against agreed success criteria</p> <p>4.4 Adapt marketing strategies, plans and activities in the light of feedback and/or changing circumstances</p>
--	--

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&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
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Principles of management and leadership	
Skills CFA Reference	M&L 55	
Level	5	
Credit Value	7	
GLH	24	
Unit Reference No.	R/506/2070	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand leadership and management theories and principles	1.1 Characterise the concepts and nature of management and the function of leadership 1.2 Evaluate concepts and definitions of leadership and their influence on management 1.3 Evaluate the influence of effective and ineffective leadership and management on team behaviour and business performance	
2. Understand leadership styles	2.1 Analyse the characteristics of different leadership styles 2.2 Evaluate the suitability of different leadership styles for different purposes and situations 2.3 Evaluate the factors that affect the suitability of different management styles 2.4 Evaluate the ethical dimensions of leadership styles	
3. Understand motivation and empowerment	3.1 Analyse the relationship between job satisfaction, commitment, motivation, empowerment and business performance 3.2 Evaluate the implications of motivation and empowerment for an organisation's structure and culture 3.3 Analyse the implications for employee relations policy of a strategy that empowers a workforce 3.4 Analyse the principles underpinning a reward strategy	

<p>4. Understand the management of performance</p>	<p>4.1 Assess approaches to performance management and appraisal</p> <p>4.2 Assess the factors involved in managing a work-life balance and their implications for individuals</p> <p>4.3 Evaluate the use of tools and techniques to measure human resource interventions</p> <p>4.4 Identify areas for improvement through reflection on their own practice</p>
--	---

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA1 Lead your organisation • CFAM&LBA2 Provide leadership in your area of responsibility
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	N/A
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014