Qualification Specification
601/3705/8
iCQ Level 3 Diploma in Business Administration (RQF)

Qualification Details

Title :	iCQ Level 3 Diploma in Business Administration (RQF)
Awarding Organisation :	iCan Qualifications Limited
Fees Price List Url :	https://icanqualify.net
Qualification Type :	RQF
Qualification Sub Type :	None
Qualification Level :	Level 3
Qualification Sub Level :	None
EQF Level :	Level 4
Regulation Start Date :	23-Jun-2014
Operational Start Date :	01-Sep-2014
Offered In England :	Yes
Offered In Wales :	Yes
Offered In Northern Ireland :	Yes
Assessment Language In English :	Yes
Assessment Language In Welsh :	No
Assessment Language In Irish :	No
SSA :	15.2 Administration
Purpose :	D. Confirm occupational competence and/or 'licence to practice'
Sub Purpose :	D1. Confirm competence in an occupational role to the standards required
Total Credits :	58
Min Credits at/above Level :	40
Minimum Guided Learning Hours :	282
Maximum Guided Learning Hours :	432
Diploma Guided Learning Hours :	0
Barring Classification Code :	ZZZZ
Overall Grading Type :	Pass
Assessment Methods :	Portfolio of Evidence
Structure Requirements :	To achieve this qualfication, learners must complete a minimum of 58 credits: 27 credits from Mandatory Group A and a minimum of 13 credits from Optional Group B. A maximum of 10 credits can come from Optional Group C and a maximum of 8 credits from Optional Group D.
Age Ranges :	Pre-16 : No; 16-18 : Yes; 18+ : No; 19+ : Yes
Qualification Objective :	This qualification is for those who are in a senior or supervisory role in a business administration enviroment who are looking to develop their skills, knowledge and undertstanding in business administration

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
CMG) Compound	**Yes**	0	2	4	58	0
└─ A) Mandatory Group A	**Yes**	5	5	5	27	27
└─ B) Optional Group B	**Yes**	37	2	0	13	0
└─ C) Optional Group C	No	27	1	0	0	10
└─ D) Optional Group D	No	8	1	0	0	8

Group A Mandatory Group A

URN	Title	Level	GLH	Credit
D/506/1942	Principles of business	3	74	10
R/506/1940	Principles of business communication and information	3	27	4
T/506/2952	Manage personal and professional development	3	12	3
Y/506/1910	Communicate in a business environment	3	24	4
Y/506/1941	Principles of administration	3	27	6

Group B Optional Group B

URN	Title	Level	GLH	Credit
A/506/1883	Administer the recruitment and selection process	2	25	3
A/506/1916	Contribute to the development and implementation of an information system	3	21	6
D/506/1813	Handle mail	2	15	3
D/506/1875	Organise business travel or accommodation	2	23	4
D/506/1911	Contribute to the improvement of business performance	3	33	6
D/506/1956	Resolve administrative problems	4	56	6
F/506/1917	Monitor information systems	3	43	8
F/506/1920	Administer parking and traffic challenges, representations and civil parking appeals	3	31	5
H/506/1876	Provide administrative support for meetings	2	28	4
H/506/1912	Negotiate in a business environment	3	18	4
H/506/1957	Prepare specifications for contracts	4	23	4
J/506/1918	Evaluate the provision of business travel or accommodation	3	30	5
J/506/1935	Administer legal files	3	31	5
K/506/1815	Prepare text from notes using touch typing	2	26	4
K/506/1913	Develop a presentation	3	11	3
K/506/1944	Manage an office facility	3	21	4
L/506/1869	Contribute to the organisation of an event	2	23	3
L/506/1905	Employee rights and responsibilities	2	16	2
L/506/1919	Provide administrative support in schools	3	33	5
L/506/1936	Build legal case files	3	32	5
M/506/1816	Prepare text from shorthand	2	46	6
M/506/1895	Buddy a colleague to develop their skills	2	19	3
M/506/1914	Deliver a presentation	3	17	3
M/506/1945	Analyse and present business data	3	24	6
R/506/1811	Store and retrieve information	2	19	4
R/506/1887	Administer parking dispensations	2	25	3
R/506/1890	Administer finance	2	21	4
R/506/1923	Administer statutory parking and traffic appeals	3	42	6
R/506/1954	Support environmental sustainability in a business environment	4	38	4
T/506/1817	Prepare text from recorded audio instruction	2	15	4
T/506/1879	Administer human resource records	2	28	3
T/506/1915	Create bespoke business documents	3	23	4
T/506/1932	Administer parking and traffic debt recovery	3	35	5
Y/506/1809	Produce business documents	2	24	3
Y/506/1812	Produce minutes of meetings	2	13	3
Y/506/1938	Manage legal case files	3	32	5
Y/506/2295	Maintain and issue stationery and supplies	2	18	3

Group C Optional Group C

URN	Title	Level	GLH	Credit
A/506/1821	Manage team performance	3	21	4
A/506/1995	Manage a budget	4	26	4
F/506/1934	Participate in a project	3	19	3
J/502/4397	Bespoke Software	3	30	4
J/502/4626	Spreadsheet Software	3	45	6
J/506/1921	Manage individuals performance	3	20	4
J/506/1949	Develop and maintain professional networks	4	15	3
J/506/2292	Encourage innovation	3	14	4
K/506/1930	Implement and maintain business continuity plans and processes	3	25	4
K/506/1989	Manage physical resources	4	26	4
K/506/1992	Prepare for and support quality audits	4	17	3
L/506/1922	Manage individuals' development in the workplace	3	10	3
L/506/2004	Manage business risk	4	27	6
L/506/2150	Organise and deliver customer service	3	27	5
M/506/1928	Procure products and/or services	3	35	5
R/506/1999	Manage a project	4	38	7
R/506/2151	Resolve customers complaints	3	22	4
R/506/2909	Recruitment, selection and induction practice	4	33	6
T/502/4301	Using Email	3	20	3
T/502/4556	Database Software	3	45	6
T/502/4623	Presentation Software	3	45	6
T/506/1820	Promote equality, diversity and inclusion in the workplace	3	15	3
T/506/1929	Implement change	3	28	5
Y/502/4629	Word Processing Software	3	45	6
Y/502/4632	Website Software	3	40	5
Y/506/1924	Chair and lead meetings	3	10	3
Y/506/1955	Develop and implement an operational plan	4	24	5

Group D Optional Group D

URN	Title	Level	GLH	Credit
D/506/1939	Understand the legal context of business	3	44	6
F/502/9937	Principles of digital marketing and research	3	50	7
F/506/2596	Principles of leadership and management	3	50	8
J/502/9938	Principles of marketing stakeholder relationships	3	16	3
K/502/9933	Principles of market research	3	40	5
R/503/9324	Principles of Social Media within a Business	3	42	6
T/502/9935	Principles of marketing and evaluation	3	50	7
Y/506/2152	Understand the customer service environment	3	40	5

Qualification Framework : RQF
Title : Principles of business
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 74
Unit Credit Value : 10
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: D/506/1942 : Principles of business	
Understand business markets	
Assessment Criterion - The learner can:	
01.01	Explain the characteristics of different business markets
01.02	Explain the nature of interactions between businesses within a market
01.03	Explain how an organisations goals may be shaped by the market in which it operates
01.04	Describe the legal obligations of a business
Understand business innovation and growth	
02.01	Define business innovation
02.02	Explain the uses of models of business innovation
02.03	Identify sources of support and guidance for business innovation
02.04	Explain the process of product or service development
02.05	Explain the benefits, risks and implications associated with innovation
Understand financial management	
03.01	Explain the importance of financial viability for an organisation
03.02	Explain the consequences of poor financial management
03.03	Explain different financial terminology
Understand business budgeting	
04.01	Explain the uses of a budget
04.02	Explain how to manage a budget
Understand sales and marketing	
05.01	Explain the principles of marketing
05.02	Explain a sales process
05.03	Explain the features and uses of market research
05.04	Explain the value of a brand to an organisation
05.05	Explain the relationship between sales and marketing

Unit Specification
R/506/1940
Principles of business communication and information

Qualification Framework : RQF
Title : Principles of business communication and information
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 27
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1940 : Principles of business communication and information	
Understand negotiation in a business environment	
Assessment Criterion - The learner can:	
01.01	Explain the importance of negotiation in a business environment
01.02	Explain the features and uses of different approaches to negotiation
01.03	Identify the components of negotiation tactics
Understand how to develop and deliver presentations	
02.01	Explain the different types of presentation and their requirements
02.02	Explain how different resources can be used to develop a presentation
02.03	Explain different methods of giving presentations
02.04	Explain best practice in delivering presentations
02.05	Explain how to collect and use feedback on a presentation
Understand how to create bespoke business documents	
03.01	Explain the characteristics of bespoke documents
03.02	Explain the factors to be taken into account in creating and presenting bespoke documents
03.03	Explain the legal requirements and procedures for gathering information for bespoke documents
03.04	Explain techniques to create bespoke business documents
03.05	Explain how to gain approval of bespoke documents
Understand information systems in a business environment	
04.01	Explain the typical stages of information system development
04.02	Analyse the benefits and limitations of different information systems
04.03	Explain legal, security and confidentiality requirements for information systems in a business environment
04.04	Explain how to monitor the use and effectiveness of an information system

Unit Specification
T/506/2952
Manage personal and professional development

Qualification Framework : RQF
Title : Manage personal and professional development
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 12
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/2952 : Manage personal and professional development
Be able to identify personal and professional development requirements
Assessment Criterion - The learner can:
01.01	Compare sources of information on professional development trends and their validity
01.02	Identify trends and developments that influence the need for professional development
01.03	Evaluate their own current and future personal and professional development needs relating to the role, the team and the organisation
Be able to fulfil a personal and professional development plan
02.01	Evaluate the benefits of personal and professional development
02.02	Explain the basis on which types of development actions are selected
02.03	Identify current and future likely skills, knowledge and experience needs using skills gap analysis
02.04	Agree a personal and professional development plan that is consistent with business needs and personal objectives
02.05	Execute the plan within the agreed budget and timescale
02.06	Take advantage of development opportunities made available by professional networks or professional bodies
Be able to maintain the relevance of a personal and professional development plan
03.01	Explain how to set specific, measurable, achievable, realistic and time-bound (SMART) objectives
03.02	Obtain feedback on performance from a range of valid sources
03.03	Review progress toward personal and professional objectives
03.04	Amend the personal and professional development plan in the light of feedback received from others

Qualification Framework :	RQF
Title :	Communicate in a business environment
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	24
Unit Credit Value :	4
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1910 : Communicate in a business environment

Understand business communication models, systems and processes

Assessment Criterion - The learner can:

01.01	Analyse the communication needs of internal and external stakeholders
01.02	Analyse the different communication models that support administration
01.03	Evaluate the effectiveness of different communication systems
01.04	Explain the factors that affect the choice of communication media
01.05	Explain the importance of using correct grammar, sentence structure, punctuation, spelling and conventions in business communications
01.06	Explain the factors to be taken into account in planning and structuring different communication media
01.07	Explain ways of overcoming barriers to communication
01.08	Explain the use of communications theories and body language
01.09	Explain proof-reading techniques for business communications

Be able to communicate in writing in business

02.01	Identify the purpose and audience of the information to be communicated
02.02	Select communication media that are appropriate to the audience and information to be communicated
02.03	Present information in the format, layout and style that is appropriate to the information to be communicated
02.04	Follow agreed business practices when communicating in writing
02.05	Adapt the style and content of a communication, appropriate to specific audiences
02.06	Present written communications that are clear, expressed in correct grammar and reflect what is intended
02.07	Meet agreed deadlines in communicating with others

Be able to communicate verbally in business

03.01	Identify the nature, purpose, audience and use of the information to be communicated
03.02	Use language that is correct and appropriate for the audiences needs
03.03	Use appropriate body language and tone of voice to reinforce messages
03.04	Identify the meaning and implications of information that is communicated verbally
03.05	Confirm that a recipient has understood correctly what has been communicated
03.06	Respond in a way that is appropriate to the situation and in accordance with organisational policies and standards

Qualification Framework : RQF
Title : Principles of administration
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 27
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1941 : Principles of administration	
Understand how to manage an office facility	
Assessment Criterion - The learner can:	
01.01	Explain the legal requirements relating to the management of office facilities
01.02	Describe the typical services provided by an office facility
01.03	Explain how to establish office management procedures
01.04	Explain how to manage office resources
01.05	Explain techniques to monitor and manage work flows
01.06	Explain typical support and welfare facilities for office workers
Understand health and safety in a business environment	
02.01	Explain the legal obligations of the employer for health and safety in the workplace
02.02	Explain an individuals responsibilities for health and safety in the workplace
02.03	Describe accident and emergency procedures
Understand how to take minutes of meetings	
03.01	Explain the purpose of meeting minutes
03.02	Explain the legal implications of meeting minutes
03.03	Explain the importance of accuracy in minute taking
03.04	Describe what should and should not be included in different types of meeting minutes
03.05	Describe how to take notes during meetings
Understand how to chair, lead and manage meetings	
04.01	Explain the features and purpose of different types of formal and informal meeting
04.02	Explain the role and responsibilities of the chair
04.03	Explain the role of others in a meeting
04.04	Explain techniques to facilitate a meeting
04.05	Explain the information requirements of a meeting before, during and after a meeting
Understand how to supervise an administration team	
05.01	Explain the use of targets and budgets to manage workloads
05.02	Explain how to allocate work to individual team members
05.03	Explain different quality management techniques to manage the performance of an administrative team
05.04	Explain the techniques used to identify the need for improvements in team outputs and standards
Understand how to organise events	
06.01	Explain the characteristics, requirements and purposes of different types of events
06.02	Explain the types of information and information sources needed to organise an event
06.03	Explain how to plan an event
06.04	Explain how to identify the right resources from an event plan
06.05	Describe the likely types of information needed by delegates before, during and after an event

Unit Specification
A/506/1883
Administer the recruitment and selection process

iCQ

Qualification Framework :	RQF
Title :	Administer the recruitment and selection process
Unit Level :	Level 2
Unit Sub Level :	None
Guided Learning Hours :	25
Unit Credit Value :	3
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: A/506/1883 : Administer the recruitment and selection process
Understand the recruitment and selection process
Assessment Criterion - The learner can:
01.01	Explain the different administrative requirements of internal and external recruitment
01.02	Describe the uses of a job description and a person specification
01.03	Explain the administrative requirements of different methods of selection
01.04	Explain the requirements of different pre-employment checks to be carried out
01.05	Explain what information needs to be communicated to successful and unsuccessful applicants at each stage of the recruitment and selection process
01.06	Explain the requirements of confidentiality, data protection and system security
Be able to administer the recruitment process
02.01	Check that the job or role details are correct and are in accordance with the brief
02.02	Place job advertisements in the agreed media in accordance with the timescales
02.03	Record applicant responses within the timescale
02.04	Provide requested information to applicants in accordance with organisational policies and procedures
02.05	Adhere to organisational policies and procedures, legal and ethical requirements
Be able to administer the selection process
03.01	Invite shortlisted applicants to participate in the selection process in accordance with organisational procedures
03.02	Co-ordinate selection arrangements in accordance with the brief
03.03	Carry out agreed pre-employment checks within the agreed timescale
03.04	Inform applicants of the outcome of their application in accordance with organisational policies and procedures
03.05	Keep selection records up-to-date

Unit Specification
A/506/1916
Contribute to the development and implementation of an information system

iCQ

Qualification Framework : RQF
Title : Contribute to the development and implementation of an information system
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 21
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: A/506/1916 : Contribute to the development and implementation of an information system
Understand the design and implementation of an information system
Assessment Criterion - The learner can:
01.01	Explain the types of information to be managed by a system
01.02	Explain how information will be used and by whom
01.03	Explain who needs to be consulted in the design and implementation of an information system and why
01.04	Explain the impact of legal and organisational security and confidentiality requirements for the design and implementation of an information system
Be able to contribute to the development of an information system
02.01	Confirm the purpose, use and features of an information system
02.02	Identify the information that will be managed by the system
02.03	Confirm requirements for reporting information
02.04	Recommend the functions that will be used to manipulate and report information
02.05	Develop guidance for the use of an information system that is accurate and easy to understand
02.06	Recommend user access and security levels for the information system
02.07	Make contributions to the development of an information system that are consistent with business objectives and values and within budgetary constraints
02.08	Participate in system tests in accordance with the specification
Be able to contribute to the implementation of an information system
03.01	Implement the information system in accordance with the plan, minimising disruption to business
03.02	Confirm that staff are trained to use the system prior to its launch
03.03	Resolve or report problems or faults with the information system within the limits of their own authority
03.04	Adhere to organisational policies and procedures, and legal and ethical requirements in the implementation of an information system

Unit Specification
D/506/1813
Handle mail

Qualification Framework : RQF
Title : Handle mail
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 15
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: D/506/1813 : Handle mail	
Understand how to deal with mail	
Assessment Criterion - The learner can:	
01.01	Explain how to deal with junk mail
01.02	Describe what to do in the event of problems arising when dealing with incoming or outgoing mail
01.03	Describe how to operate a franking machine
01.04	Explain how to prepare packages for distribution
01.05	State organisational policies and procedures on mail handling, security and the use of courier services
01.06	Explain the process for reporting suspicious or damaged items in accordance with organisational procedures
Be able to deal with incoming mail	
02.01	Sort incoming mail in line with organisational procedures
02.02	Distribute incoming mail and packages to the right people according to the agreed schedule
02.03	Deal with incorrectly addressed and junk mail in accordance with organisational procedures
Be able to deal with outgoing mail	
03.01	Organise the collection of outgoing mail and packages on time
03.02	Identify the best option for dispatching mail according to the required degree of urgency, size and value of the item
03.03	Dispatch outgoing mail on time

Unit Specification
D/506/1875
Organise business travel or accommodation

Qualification Framework :	RQF
Title :	Organise business travel or accommodation
Unit Level :	Level 2
Unit Sub Level :	None
Guided Learning Hours :	23
Unit Credit Value :	4
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: D/506/1875 : Organise business travel or accommodation
Understand the organisation of business travel or accommodation for others
Assessment Criterion - The learner can:
01.01	Explain any budgetary or policy constraints relating to business travel or accommodation
01.02	Describe financial arrangements relating to business travel or accommodation
01.03	Explain how to make arrangements for visas and related foreign travel documentation
01.04	Describe the procedures for obtaining or exchanging foreign currency
Be able to research business travel or accommodation options for others
02.01	Identify different suppliers that are capable of delivering the services required within budget
02.02	Recommend travel or accommodation arrangements that best meet the requirements
02.03	Recommend suppliers of travel or accommodation that best meet the requirements
Be able to make business travel or accommodation arrangements for others
03.01	Confirm the requirements for travel or accommodation
03.02	Agree arrangements that specify any limitations, prohibitions or responsibilities and which meet the requirements
03.03	Prepare and issue itinerary/schedule documentation that reflect agreed arrangements accurately
03.04	Obtain travel or accommodation documentation within the required timescale
03.05	Confirm the acceptability of payments to be made within the limits of their own authority
03.06	Keep up-to-date records of travel or accommodation arrangements and agreed commitments
03.07	Adhere to organisational policies and procedures, legal and ethical requirements when making business travel or accommodation arrangements for others

Unit Specification
D/506/1911
Contribute to the improvement of business performance

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Qualification Framework :	RQF
Title :	Contribute to the improvement of business performance
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	33
Unit Credit Value :	6
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: D/506/1911 : Contribute to the improvement of business performance	
Understand the principles of resolving business problems	
Assessment Criterion - The learner can:	
01.01	Explain the use of different problem-solving techniques
01.02	Explain the organisational and legal constraints relating to problem-solving
01.03	Describe the role of stakeholders in problem-solving
01.04	Describe the steps in the business decision-making process
01.05	Analyse the implications of adopting recommendations and implementing decisions to solve business problems
Understand improvement techniques and processes	
02.01	Describe the purpose and benefits of continuous improvement
02.02	Analyse the features, use and constraints of different continuous improvement techniques and models
02.03	Explain how to carry out a cost-benefit analysis
02.04	Explain the importance of feedback from customers and other stakeholders in continuous improvement
Be able to solve problems in business	
03.01	Identify the nature, likely cause and implications of a problem
03.02	Evaluate the scope and scale of a problem
03.03	Analyse the possible courses of action that can be taken in response to a problem
03.04	Use evidence to justify the approach to problem-solving
03.05	Develop a plan and success criteria that are appropriate to the nature and scale of a problem
03.06	Obtain approval to implement a solution to a problem
03.07	Take action to resolve or mitigate a problem
03.08	Evaluate the degree of success and scale of the implications of a solved problem
Be able to contribute to the improvement of activities	
04.01	Identify the nature, scope and scale of possible contributions to continuous improvement activities
04.02	Measure changes achieved against existing baseline data
04.03	Calculate performance measures relating to cost, quality and delivery
04.04	Justify the case for adopting improvements identified with evidence
04.05	Develop standard operating procedures and resource plans that are capable of implementing agreed changes

Unit Specification
D/506/1956
Resolve administrative problems

Qualification Framework : RQF
Title : Resolve administrative problems
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 56
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

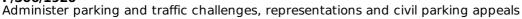| Unit: D/506/1956 : Resolve administrative problems	
Understand the principles underpinning the resolution of administrative problems	
Assessment Criterion - The learner can:	
01.01	Evaluate the effectiveness of different types of information on an administrative function
01.02	Explain the basis for selecting tools, techniques and strategies to analyse administrative functions
01.03	Explain the constraints attached to the use of resources needed to resolve administrative problems
01.04	Explain how to apply risk assessment and management techniques to identify and resolve administrative problems
01.05	Analyse the effectiveness of different techniques used to resolve administrative problems
Be able to identify administrative problems	
02.01	Collect information relevant to the administrative problem
02.02	Use analytical techniques that are appropriate to the administrative problem
02.03	Clarify whether an administrative problem is recurrent, intermittent or a sole instance
02.04	Identify patterns of issues and problems
02.05	Identify the likely cause of an administrative problem
Be able to resolve administrative problems	
03.01	Select a strategy that is appropriate for the nature, scale, seriousness and priority of the administrative problem
03.02	Develop a plan that addresses the administrative problem whilst minimising disruption to business
03.03	Identify success criteria that are capable of measuring the effectiveness of solutions to solve administrative problems
03.04	Implement a problem-solving plan within the agreed timescale and constraints
03.05	Take action to ensure that systems and processes are capable of preventing future reoccurrences
03.06	Evaluate the effectiveness of problem solving activities
03.07	Adhere to organisational policies and procedures, legal and ethical requirements when resolving administrative problems

Qualification Framework : RQF
Title : Monitor information systems
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 43
Unit Credit Value : 8
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: F/506/1917 : Monitor information systems
Understand how information systems are used
Assessment Criterion - The learner can:
01.01	Explain how the intended use of reports affects the choice of format and language
01.02	Explain how the audience of reports affects the choice of format and language
01.03	Explain the features of different problem-solving techniques related to information systems
01.04	Evaluate the suitability of possible problem-solving actions related to information systems
01.05	Explain techniques to validate the reliability of information
01.06	Analyse the suitability of different evaluation techniques related to information systems
01.07	Assess the potential consequences of breaches of confidentiality
01.08	Evaluate the potential consequences of publishing reports containing inaccurate or unsubstantiated information
Be able to monitor information systems
02.01	Develop a plan to monitor information systems that specifies objectives, scope, timescale, resource implications, the techniques to be used and reporting requirements
02.02	Carry out monitoring activities in accordance with the plan
02.03	Provide training and support to system users that is appropriate to their needs
02.04	Identify the cause of problems with an information system
02.05	Suggest solutions to problems with an information system
02.06	Recommend adaptations to the system in response to identified problems or developments
02.07	Adhere to organisational policies and procedures, and legal and ethical requirements when monitoring information systems

Unit Specification
F/506/1920
Administer parking and traffic challenges, representations and civil parking appeals

iCQ

Qualification Framework : RQF
Title : Administer parking and traffic challenges, representations and civil parking appeals
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 31
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: F/506/1920 : Administer parking and traffic challenges, representations and civil parking appeals
Understand the administration of parking and traffic challenges
Assessment Criterion - The learner can:
01.01	Explain the provisions and constraints of relevant legislation, codes of practice, Traffic Regulation Orders and the Data Protection Act
01.02	Explain how to access, use and interpret the information needed to process challenges, representations and Civil Parking Notice (CPN) appeals
01.03	Evaluate the importance of keeping accurate and up to date records of information and decisions
01.04	Explain how to validate information in the administration of parking and traffic challenges
01.05	Explain the features and use of specialist software to process and record challenges, representations and CPN appeals
01.06	Explain the types of internal evidence needed to support reliable decisions for the administration of parking and traffic challenges
01.07	Explain when and why it may be appropriate to reactivate the enforcement process
Be able to process the receipt of challenges, representations and CPN appeals
02.01	Record the receipt of written challenges, representations and CPN appeals
02.02	Confirm that the information is complete, accurate, consistent and valid
02.03	Decide whether to allow or uphold the appeal against recognised eligibility criteria
02.04	Provide accurate advice and information on the progress and outcome of the case
Be able to respond to challenges, representations and CPN appeals
03.01	Confirm that the information is complete, accurate, consistent and valid
03.02	Suspend the enforcement process while cases are being investigated
03.03	Obtain additional evidence where gaps are identified
03.04	Seek appropriate advice on cases beyond their level of authority
03.05	Refer cases beyond their level of authority to the right person
03.06	Inform customers of the decision and possible courses of action they can take within the agreed timescale
03.07	Adhere to organisational policies and procedures, and legal and ethical requirements when responding to challenges, representations and CPN appeals

Qualification Framework : RQF
Title : Provide administrative support for meetings
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 28
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: H/506/1876 : Provide administrative support for meetings	
Understand the administration of meetings	
Assessment Criterion - The learner can:	
01.01	Describe the purpose of the meeting and who needs to attend
01.02	Explain why it is important to have a minimum number of attendees for a meeting
01.03	Explain ways to achieve maximum attendance at meetings
01.04	Explain the access, health, safety and security requirements relating to meetings
01.05	Describe how to set up the resources needed for a meeting
01.06	Explain the responsibilities of the meeting chair and meeting secretary
01.07	Explain the difference between formal and informal meetings
01.08	Explain the legal implications of formal meetings
Be able to make administrative preparations for meetings	
02.01	Book meeting venue, resources, and facilities in accordance with the brief
02.02	Collate documents needed for a meeting
02.03	Distribute meeting invitations, documents and other meeting-related requirements within the timescale
02.04	Confirm meeting attendees and any special requirements
Be able to support the administration of meetings	
03.01	Take action to ensure that the equipment allocated for use at a meeting functions correctly
03.02	Provide support to meetings in accordance with requests
03.03	Ensure the venue is restored to the required conditions after the meeting
03.04	Distribute meeting records promptly to the agreed distribution list
03.05	Carry out any follow-up actions in accordance with the brief

Unit Specification
H/506/1912
Negotiate in a business environment

Qualification Framework :	RQF
Title :	Negotiate in a business environment
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	18
Unit Credit Value :	4
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: H/506/1912 : Negotiate in a business environment	
Understand the principles underpinning negotiation	
Assessment Criterion - The learner can:	
01.01	Describe the requirements of a negotiation strategy
01.02	Explain the use of different negotiation techniques
01.03	Explain how research on the other party can be used in negotiations
01.04	Explain how cultural differences might affect negotiations
Be able to prepare for business negotiations	
02.01	Identify the purpose, scope and objectives of the negotiation
02.02	Explain the scope of their own authority for negotiating
02.03	Prepare a negotiating strategy
02.04	Prepare fall-back stances and compromises that align with the negotiating strategy and priorities
02.05	Assess the likely objectives and negotiation stances of the other party
02.06	Research the strengths and weaknesses of the other party
Be able to carry out business negotiations	
03.01	Carry out negotiations within responsibility limits in a way that optimises opportunities
03.02	Adapt the conduct of the negotiation in accordance with changing circumstances
03.03	Maintain accurate records of negotiations, outcomes and agreements made
03.04	Adhere to organisational policies and procedures, and legal and ethical requirements when carrying out business negotiations

Qualification Framework : RQF
Title : Prepare specifications for contracts
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 23
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: H/506/1957 : Prepare specifications for contracts	
Understand the principles supporting the preparation of specifications for contracts	
Assessment Criterion - The learner can:	
01.01	Explain the scope of contract specifications
01.02	Explain the roles and interests of those who should be involved in a tender process
01.03	Analyse the legal implications of a range of types of contracts and agreements
01.04	Explain the requirements of confidentiality and data protection
01.05	Evaluate the risks associated with procurement and tendering processes
01.06	Explain the basis for the design of a tender evaluation process
Be able to prepare specifications for contracts	
02.01	Confirm the requirements for the contract specification
02.02	Draft contract specifications that meet the requirements including post-contractual requirements
02.03	Specify the parameters of the contract in line with the requirements
02.04	Provide sufficient information to enable potential suppliers to develop proposals that are capable of meeting the specification
02.05	Define objective selection criteria to evaluate tender proposals
02.06	Establish a selection process that meets organisational requirements
02.07	Adhere to organisational policies and procedures, legal and ethical requirements when preparing specifications for contracts

Qualification Framework : RQF
Title : Evaluate the provision of business travel or accommodation
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 30
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/506/1918 : Evaluate the provision of business travel or accommodation
Understand the provision of business travel or accommodation arrangements
Assessment Criterion - The learner can:
01.01	Explain the factors to be taken into account in setting evaluation criteria for the provision of business travel or accommodation
01.02	Explain different travel or accommodation-related needs and services
01.03	Explain different arrangements that could be made for the provision of business travel or accommodation
01.04	Explain the scope of legal and organisational security and confidentiality requirements relating to business travel or accommodation
Be able to evaluate the quality of organisational business travel or accommodation arrangements
02.01	Assess the performance of providers of travel or accommodation against agreed criteria
02.02	Identify instances of exceptional and inadequate performance
02.03	Evaluate the benefits and limitations of existing arrangements for organising business travel or accommodation and their implications
02.04	Identify alternative potential providers and ways of providing travel or accommodation
Be able to recommend improvements to organisational business travel or accommodation arrangements
03.01	Produce costed plans that set out different options, their benefits, limitations and implications
03.02	Shortlist alternative potential providers of business travel or accommodation against agreed criteria
03.03	Adhere to organisational policies and procedures, and legal and ethical requirements when recommending improvements to arrangements for business travel or accommodation

Unit Specification
J/506/1935
Administer legal files

Qualification Framework : RQF
Title : Administer legal files
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 31
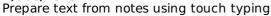Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.
All Assessment Criteria must be met and assessed in line with Skills CFA Assessment Strategy.

Unit: J/506/1935 : Administer legal files

Understand the administration of legal files

Assessment Criterion - The learner can:

01.01	Explain the administrative requirements of the different legal areas being administered
01.02	Explain the scope and limits of their own responsibilities and authority
01.03	Explain the requirements of the duty of confidentiality
01.04	Explain the use of specialist software for processing legal cases
01.05	Explain the potential consequences of inadequate or inaccurate record keeping
01.06	Describe the organisational and regulatory purpose and nature of different legal checks and searches
01.07	Explain the organisational and regulatory purpose of a client care letter
01.08	Explain how records of time spent on work are used

Be able to maintain a legal file

02.01	Confirm that information on file is complete, accurate and valid
02.02	Process money received from clients in accordance with organisational and regulatory requirements
02.03	Keep fee-earners informed of actions taken, progress, developments and problems
02.04	Take action to ensure that files are correctly labelled and dated including summaries of their contents
02.05	Generate correspondence that conform with the requirements of house style
02.06	Record all time spent, costs and disbursements accurately
02.07	Generate accurate bills that conform with organisational and regulatory requirements
02.08	Adhere to organisational policies and procedures, and legal and ethical requirements when maintaining a legal file

Be able to close and archive a legal file

03.01	Address any outstanding issues for a legal file
03.02	Prepare accurate final bills in accordance with organisational and regulatory requirements
03.03	Take action to ensure that closed files contain all the necessary documentation
03.04	Confirm whether any documents need to be added to the firms precedent, knowledge or data bank
03.05	Close files in accordance with organisational standards and procedures when the account shows a nil balance
03.06	Archive files in accordance with organisational and regulatory requirements

Unit Specification
K/506/1815
Prepare text from notes using touch typing

iCQ

Qualification Framework : RQF
Title : Prepare text from notes using touch typing
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 26
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: K/506/1815 : Prepare text from notes using touch typing
Understand how to create text from notes
Assessment Criterion - The learner can:
01.01	Explain the importance of confirming the purpose of the text and intended audience
01.02	Describe the problems that may occur in transcribing notes written by others
01.03	Explain the consequences of incorrect spelling, punctuation, grammar and sentence structure, and inaccurate content
01.04	Explain how technology features can help to create, format and check the accuracy of text
01.05	Describe ways of checking produced texts for accuracy and correctness
01.06	Describe organisational procedures for the storage, security and confidentiality of information
Be able to produce text using touch typing
02.01	Agree the purpose, format and deadlines for texts
02.02	Touch type texts at the speed and level of accuracy required by the organisation
02.03	Check that the text is accurate and the meaning is clear and correct
02.04	Store texts and original notes safely and securely following organisational procedures
02.05	Present texts in the required formats and within the agreed timescales

Unit Specification
K/506/1913
Develop a presentation

Qualification Framework : RQF
Title : Develop a presentation
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 11
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: K/506/1913 : Develop a presentation	
Understand how to develop a presentation	
Assessment Criterion - The learner can:	
01.01	Explain best practice in developing presentations
01.02	Explain who needs to be consulted on the development of a presentation
01.03	Explain the factors to be taken into account in developing a presentation
01.04	Analyse the advantages and limitations of different communication media
Be able to develop a presentation	
02.01	Identify the purpose, content, style, timing and audience for a presentation
02.02	Select a communication media that is appropriate to the nature of a presentation, message and audience
02.03	Tailor a presentation to fit the timescale and audiences needs
02.04	Prepare a presentation that is logically structured, summarises the content and addresses the brief
02.05	Take action to ensure that a presentation adheres to organisational guidelines and policies
02.06	Develop materials that support the content of a presentation

Unit Specification
K/506/1944
Manage an office facility

Qualification Framework : RQF
Title : Manage an office facility
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 21
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: K/506/1944 : Manage an office facility
Understand the management of an office facility
Assessment Criterion - The learner can:
01.01	Explain the requirements of establishing and implementing office management procedures
01.02	Explain how to manage the effectiveness of work and systems
01.03	Explain how to manage any constraints attached to office facilities and related budgets
01.04	Explain the factors to be taken into account in the design of office systems, procedures and guidance documents
01.05	Explain how to create an environment that is conducive to productive work
Be able to manage and maintain an office facility
02.01	Maintain equipment and consumables to agreed levels
02.02	Establish systems to evaluate the effectiveness of office systems and procedures
02.03	Review the effectiveness of office systems and procedures to meet users needs, adapting them to meet changing demands
02.04	Manage the maintenance of office equipment to meet users needs and expectations
02.05	Manage effective relationships with suppliers
02.06	Take action to ensure that administrative services are provided to agreed standards

Unit Specification
L/506/1869
Contribute to the organisation of an event

Qualification Framework : RQF
Title : Contribute to the organisation of an event
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 23
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/1869 : Contribute to the organisation of an event	
Understand event organisation	
Assessment Criterion - The learner can:	
01.01	Explain the roles, responsibilities and accountabilities of individuals involved in the event
01.02	Explain the purpose and features of different types of events
01.03	Describe the type of resources needed for different types of events
01.04	Describe the different needs attendees may have and how to meet these
01.05	Explain the requirements of health, safety and security when organising events
01.06	Describe the types of problems that may occur during events and how to deal with them
Be able to carry out pre-event actions	
02.01	Identify venue requirements for an event
02.02	Obtain resources within the agreed timescales
02.03	Distribute pre-event documentation to delegates in accordance with the event plan
02.04	Co-ordinate attendee responses within the agreed timescale
02.05	Identify any special requirements of event attendees
Be able to set up an event	
03.01	Set up layout and resources in accordance with the event plan
03.02	Confirm that all identified resources are in place and meet requirements
03.03	Behave in a way that maintains organisational values and standards
Be able to carry out post-event actions	
04.01	Ensure the venue is restored to the required conditions in accordance with the terms of the contract
04.02	Carry out follow-up actions in accordance with the event plan and agreements made at the event

Unit Specification
L/506/1905
Employee rights and responsibilities

Qualification Framework : RQF
Title : Employee rights and responsibilities
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 16
Unit Credit Value : 2
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/1905 : Employee rights and responsibilities
Understand the role of organisations and industries
Assessment Criterion - The learner can:
01.01	Explain the role of their own occupation within an organisation and industry
01.02	Describe career pathways within their organisation and industry
01.03	Identify sources of information and advice on an industry, occupation, training and career pathway
01.04	Describe an organisations principles of conduct and codes of practice
01.05	Explain issues of public concern that affect an organisation and industry
01.06	Describe the types, roles and responsibilities of representative bodies and their relevance to their own role
Understand employers expectations and employees rights and obligations
02.01	Describe the employer and employee statutory rights and responsibilities that affect their own role
02.02	Describe an employers expectations for employees standards of personal presentation, punctuality and behaviour
02.03	Describe the procedures and documentation that protect relationships with employees
02.04	Identify sources of information and advice on employment rights and responsibilities

Unit Specification
L/506/1919
Provide administrative support in schools

Qualification Framework :	RQF
Title :	Provide administrative support in schools
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	33
Unit Credit Value :	5
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/1919 : Provide administrative support in schools	
Understand administration within a school environment	
Assessment Criterion - The learner can:	
01.01	Analyse the scope, use and requirements of a school administrative system
01.02	Explain how their own role contributes to the achievement of a schools goals
01.03	Describe the policy context, issues and initiatives that affect the work of a school administrator
01.04	Explain a schools administration policy and procedures for dealing with others
01.05	Explain the requirements and procedures for dealing with child protection and student welfare
01.06	Explain when it may be appropriate to override the requirement to maintain confidentiality
Be able to provide administrative services	
02.01	Build positive working relationships with others
02.02	Present a professional and friendly image in line with school policy
02.03	Coordinate the content and publishing of documents in accordance with the brief
02.04	Organise trips, events, placements, secondments or work experience in accordance with the brief
02.05	Maintain facilities to the required standard
02.06	Adhere to organisational policies and procedures, and legal and ethical requirements when providing administrative services
Be able to operate school administrative systems and procedures	
03.01	Maintain accurate records
03.02	Maintain the currency of registers, licences and contracts
03.03	Present reports and statistical returns on time in the agreed format
03.04	Select analysis and evaluation techniques that are appropriate to the purpose of the report and the nature of the information

Qualification Framework : RQF
Title : Build legal case files
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 32
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/1936 : Build legal case files	
Understand how to build legal case files	
Assessment Criterion - The learner can:	
01.01	Explain the administrative requirements of the different legal areas being administered
01.02	Explain the scope and limits of their own responsibilities and authority
01.03	Explain the requirements of the duty of confidentiality
01.04	Explain how to identify shortfalls in evidence and materials
01.05	Explain the features and uses of different interviewing techniques
01.06	Explain the use of specialist software for processing legal cases
01.07	Explain how to access and use sources of information and evidence
01.08	Explain the potential consequences of not meeting deadlines when building a legal case file
Be able to build case files	
02.01	Identify gaps in evidence and materials needed
02.02	Carry out interviews in accordance with the principles of best practice in communication and interviewing
02.03	Obtain evidence and materials needed to complete the file
02.04	Generate correspondence that conforms with the house style and regulatory requirements
02.05	Submit cases on time in line with internal and external deadlines
02.06	Complete follow-up actions in accordance with the instructions
02.07	Adhere to organisational policies and procedures, and legal and ethical requirements when building case files

iCQ

Qualification Framework : RQF
Title : Prepare text from shorthand
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 46
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: M/506/1816 : Prepare text from shorthand
Understand how to use shorthand to create text
Assessment Criterion - The learner can:
01.01	Explain the importance of confirming the purpose of the text and intended audience
01.02	Describe techniques that may be used when taking shorthand notes
01.03	Explain the consequences of incorrect spelling, punctuation, grammar and sentence structure, and inaccurate content
01.04	Explain how technology features can help to create, format and check the accuracy of text
01.05	Describe ways of checking produced texts for accuracy and correctness
01.06	Describe organisational procedures for the storage, security and confidentiality of information
Be able to use shorthand to prepare text
02.01	Agree the purpose, format and deadlines for texts
02.02	Take dictation using shorthand at the speed required by the organisation
02.03	Input and format text from shorthand notes
02.04	Check that text is accurate and the meaning is clear and correct
02.05	Store texts and original notes safely and securely following organisational procedures
02.06	Present texts in the required formats and within the agreed timescales

Qualification Framework : RQF
Title : Buddy a colleague to develop their skills
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 19
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: M/506/1895 : Buddy a colleague to develop their skills	
Understand how to buddy a colleague	
Assessment Criterion - The learner can:	
01.01	Describe what is expected of a buddy
01.02	Explain techniques to give positive feedback and constructive criticism
01.03	Explain techniques to establish rapport with a buddy
Be able to plan to buddy a colleague	
02.01	Agree which aspects of a colleagues work may benefit from buddying
02.02	Confirm organisational requirements for standards of behaviour, presentation, communication and performance of a buddy colleague
02.03	Agree a schedule of meetings that minimise disruption to business
02.04	Agree specific, measurable, achievable, realistic and time-bound (SMART) buddying objectives
Be able to support a buddy colleague carrying out work activities	
03.01	Remain unobtrusive while a buddy colleague carries out their work activities
03.02	Provide examples of how to carry out tasks correctly
03.03	Identify instances of good practice and areas for improvement through observation
03.04	Praise a buddy colleague on well completed tasks
03.05	Give constructive feedback on ways in which a buddy could improve performance
03.06	Offer a buddy hints and tips based on personal experience

Qualification Framework : RQF
Title : Deliver a presentation
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 17
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: M/506/1914 : Deliver a presentation	
Understand the principles underpinning the delivery of presentations	
Assessment Criterion - The learner can:	
01.01	Analyse the advantages and limitations of different methods of, and media for, making presentations
01.02	Explain how the type and size of the audience affects the delivery of a presentation
01.03	Explain the factors to be taken into account in developing contingency plans when delivering presentations
01.04	Explain voice projection and timing techniques when delivering presentations
01.05	Explain the factors to be taken into account in responding to questions from an audience
01.06	Explain different methods for evaluating the effectiveness of a presentation
Be able to prepare to deliver a presentation	
02.01	Confirm the layout of the venue and correct functioning of equipment and resources prior to making a presentation
02.02	Develop contingency plans for potential equipment and resource failure
02.03	Take action to ensure that the presentation fits the time slot available
Be able to deliver a presentation	
03.01	Speak clearly and confidently, using language that is appropriate for the topic and the audience
03.02	Vary their voice tone, pace and volume appropriately when delivering a presentation
03.03	Use body language in a way that reinforces messages
03.04	Use equipment and resources effectively when delivering a presentation
03.05	Deliver a presentation within the agreed timeframe
03.06	Respond to questions in a way that meets the audiences needs
03.07	Evaluate the effectiveness of a presentation

Unit Specification
M/506/1945
Analyse and present business data

iCQ

Qualification Framework : RQF
Title : Analyse and present business data
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 24
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: M/506/1945 : Analyse and present business data
Understand the analysis and presentation of business data
Assessment Criterion - The learner can:
01.01	Explain the uses and limitations of primary and secondary data
01.02	Explain the uses and limitations of quantitative and qualitative data
01.03	Evaluate the issues relating to the validity and reliability of data and its analysis
01.04	Explain the use of IT tools to carry out research
01.05	Assess the risks attached to making judgments based on limited or unrepresentative samples
01.06	Assess the risks attached to generalizing research findings
01.07	Explain different formats and techniques for the presentation of the analysis
Be able to analyse quantitative and qualitative business data
02.01	Agree the parameters of the analysis
02.02	Clarify any ethical requirements of the analysis
02.03	Organise the data in a way that will facilitate its analysis
02.04	Select valid and reliable data analysis methods and techniques that are appropriate to the data and analysis objectives
02.05	Apply analytical techniques that are appropriate to the purpose of the research and the nature of the data
02.06	Confirm the accuracy of data analysis and make necessary adjustments
02.07	Draw conclusions that are valid and supported by evidence
Be able to present the analysis of business data
03.01	Present data in theagreed reporting format and house style
03.02	Acknowledge the limitations of the analysis
03.03	Reference data sources

Unit Specification
R/506/1811
Store and retrieve information

Qualification Framework : RQF
Title : Store and retrieve information
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 19
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1811 : Store and retrieve information	
Understand information storage and retrieval	
Assessment Criterion - The learner can:	
01.01	Describe systems and procedures for storing and retrieving information
01.02	Outline legal and organisational requirements for information security and retention
01.03	Explain how to create filing systems to facilitate information identification and retrieval
01.04	Explain how to use different search techniques to locate and retrieve information
01.05	Describe what to do when problems arise when storing or retrieving information
Be able to gather and store information	
02.01	Gather the information required within the agreed timescale
02.02	Store files and folders in accordance with organisational procedures
02.03	Store information in approved locations
02.04	Adhere to organisational policies and procedures, legal and ethical requirements
Be able to retrieve information	
03.01	Confirm information to be retrieved and its intended use
03.02	Retrieve the required information within the agreed timescale

Unit Specification
R/506/1887
Administer parking dispensations

Qualification Framework : RQF
Title : Administer parking dispensations
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 25
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1887 : Administer parking dispensations

Understand the administration of parking dispensations

Assessment Criterion - The learner can:	
01.01	Explain the scope and limits of their own responsibilities and authority in issuing parking dispensations
01.02	Describe the legal and regulatory requirements relating to parking dispensations
01.03	Describe the parking dispensation eligibility criteria and checks
01.04	Describe organisational security and anti-fraud policies, procedures and processes
01.05	Describe the features of software to manage the issues of permits, season tickets, suspensions, dispensations or waivers and blue badges
01.06	Explain where to go for help when dealing with parking dispensations

Be able to process applications for parking dispensations	
02.01	Advise customers of the eligibility criteria for parking dispensations
02.02	Determine whether customers are eligible by matching the case to the criteria
02.03	Clarify any areas of doubt or confusion with customers
02.04	Carry out relevant checks in accordance with organisational procedures and legislative procedures
02.05	Record the reasons for the decision as to whether or not to grant parking dispensations
02.06	Maintain the requirements of confidentiality and data protection

Be able to issue parking dispensations	
03.01	Communicate the decision and return related paperwork on parking dispensations to customers in accordance with organisational procedures
03.02	Process payments and refunds in accordance with organisational procedures
03.03	Keep records up-to-date
03.04	Adhere to organisational policies and procedures, legal and ethical requirements

Unit Specification
R/506/1890
Administer finance

Qualification Framework : RQF
Title : Administer finance
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 21
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1890 : Administer finance	
Understand finance for administrators	
Assessment Criterion - The learner can:	
01.01	Describe organisational hierarchy and levels of authority for financial transactions
01.02	Explain organisational systems for sales invoicing, purchasing, payments and receipts
01.03	Describe the use of a purchase order, invoice, receipts and expenses
Be able to administer finance	
02.01	Record income and expenditure in accordance with organisational policies and procedures
02.02	Process purchase orders, invoices or expenses in accordance with organisational policies and procedures
02.03	Process outgoing payments to the correct recipient
02.04	Accept or allocate incoming payments in accordance with organisational policies

Unit Specification
R/506/1923
Administer statutory parking and traffic appeals

Qualification Framework : RQF
Title : Administer statutory parking and traffic appeals
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 42
Unit Credit Value : 6
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1923 : Administer statutory parking and traffic appeals	
Understand the administration of statutory parking and traffic appeals	
Assessment Criterion - The learner can:	
01.01	Explain the requirements, rules and constraints of relevant legislation, codes of practice and the Data Protection Act
01.02	Explain the grounds on which someone may appeal and on which they may file a statement of truth
01.03	Explain the evidence needed to carry out an investigation
01.04	Explain how to validate information for statutory parking and traffic appeals
01.05	Explain the requirements for preparing and presenting a case summary
01.06	Explain the preparations and codes of conduct relating to attending a hearing for statutory parking and traffic appeals
01.07	Describe the actions needed to close a case and refund fees
01.08	Explain who needs to be informed of the outcomes of a statutory appeal and why
01.09	Explain the features of specialist software to process and record statutory appeals
01.10	Explain the potential consequences of not acting within the given deadline
01.11	Explain when and why an appeal may be referred by an adjudicator to an independent person to consider mitigation
01.12	Explain the actions needed to reactivate the recovery process after the failure of statutory parking and traffic appeals
Be able to prepare case evidence for statutory parking and traffic appeals	
02.01	Record the receipt of statutory appeal notifications or revocation orders
02.02	Confirm that the information is accurate and consistent
02.03	Notify the right person of any discrepancies
02.04	Meet the requirements of the deadline
Be able to investigate cases for statutory appeals	
03.01	Confirm that the information supplied is accurate, valid and reliable
03.02	Obtain additional evidence where gaps are identified
03.03	Refer cases beyond their own level of authority to the right person
03.04	Make and record decisions in statutory appeal cases on the basis of the evidence provided
03.05	Keep the adjudicator and appellant or respondent informed of progress and outcomes
03.06	Adhere to organisational policies and procedures, and legal and ethical requirements when investigating cases for statutory appeals
Be able to contest statutory parking and traffic appeals	
04.01	Prepare a case summary in accordance with organisational guidelines and codes of practice
04.02	Collate, label and present documentation in the format required by the appeals service
04.03	Respond promptly to requests for further information
04.04	Inform everyone who needs to know of the outcomes of a statutory appeal
04.05	Keep accurate records of information and decisions made

Qualification Framework : RQF
Title : Support environmental sustainability in a business environment
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 38
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1954 : Support environmental sustainability in a business environment
Understand the principles supporting environmental sustainability in a business environment
Assessment Criterion - The learner can:
01.01	Describe current legislation in relation to environmental sustainability in a business environment
01.02	Explain government incentives that support environmental sustainability in a business environment
01.03	Analyse the relationship between environmental sustainability and corporate social responsibility
01.04	Explain the health and safety considerations for environmental sustainability and waste management
01.05	Explain techniques to evaluate the impact of an organisations environmental and sustainability policies and procedures
Be able to implement best practice in environmental sustainability in a business environment
02.01	Identify the environmental standards that are relevant to an organisation
02.02	Evaluate the impact of an organisations business on its environment
02.03	Promote a culture of efficient consumption of energy in line with an organisations energy management policies
02.04	Establish procedures to minimise waste and maximise the recycling of materials
02.05	Establish procedures to meet hazardous waste regulations
02.06	Adhere to organisational policies and procedures, legal and ethical requirements when implementing best practice in a business environment

Unit Specification
T/506/1817
Prepare text from recorded audio instruction

iCQ

Qualification Framework : RQF
Title : Prepare text from recorded audio instruction
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 15
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/1817 : Prepare text from recorded audio instruction	
Understand the preparation of text from recorded notes	
Assessment Criterion - The learner can:	
01.01	Explain the importance of confirming the purpose of the text and intended audience
01.02	Describe the main features of the different types of technology that can be used for playing back recordings
01.03	Explain how different speaking styles of those giving dictation can affect outputs
01.04	Explain the consequences of incorrect spelling, punctuation, grammar and sentence structure, and inaccurate content
01.05	Describe ways of checking produced texts for accuracy and correctness
01.06	Describe organisational procedures for the storage, security and confidentiality of information
Be able to prepare text from recorded notes	
02.01	Agree the purpose, format and deadlines for texts
02.02	Input and format text from audio recording
02.03	Check that text is accurate and the meaning is clear and correct
02.04	Store texts and original recordings safely and securely following organisational procedures
02.05	Present texts in the required formats and within the agreed timescales

Qualification Framework : RQF
Title : Administer human resource records
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 28
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/1879 : Administer human resource records	
Understand the administration of human resource (HR) records	
Assessment Criterion - The learner can:	
01.01	Explain what HR-related information needs to be kept and why
01.02	Explain the relationship of HR to other parts of an organisation
01.03	Describe the impact of other organisations on HR activities
01.04	Describe the features and uses of organisational systems for managing human resource information
01.05	Explain the requirements of confidentiality, data protection and system security
01.06	Describe the information to be provided for different management reports
01.07	Explain the limits of their own authority in administering HR records
01.08	Explain the implications of not keeping HR records up-to-date
01.09	Explain the actions to be taken in the event of problems arising or incomplete or inaccurate data
Be able to administer HR information	
02.01	Keep HR records up-to-date
02.02	Process data in accordance with organisational procedures
02.03	Provide information within the limits of confidentiality
02.04	Adhere to organisational policies and procedures, legal and ethical requirements

Unit Specification
T/506/1915
Create bespoke business documents

iCQ

Qualification Framework : RQF
Title : Create bespoke business documents
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 23
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/1915 : Create bespoke business documents
Understand how to create bespoke business documents
Assessment Criterion - The learner can:
01.01	Explain the use of bespoke business documents
01.02	Describe the factors to be taken into account in selecting the appropriate method of presenting a business document
01.03	Describe the use of technology to create bespoke business documents
01.04	Explain the purpose and requirements of corporate identity in bespoke business documents
01.05	Analyse different design techniques used to create attractive bespoke business documents
01.06	Explain the factors to be taken into account in evaluating the impact of bespoke business documents
Be able to design bespoke business documents
02.01	Confirm the purpose, nature, content, style, quality standards, audience and deadline of the document
02.02	Identify the optimum method of presenting the document
02.03	Create design options that meet the specification
02.04	Take into account feedback from stakeholders
Be able to create bespoke business documents
03.01	Include content that meets the brief, is accurate and grammatically correct
03.02	Use design techniques to create documents that meet the specification
03.03	Integrate non-text items into the agreed layout
03.04	Present documents within the agreed timescale

Qualification Framework : RQF
Title : Administer parking and traffic debt recovery
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 35
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/1932 : Administer parking and traffic debt recovery
Understand the parking and traffic debt recovery process
Assessment Criterion - The learner can:
01.01	Explain the requirements, rules and constraints of relevant legislation, codes of practice and the Data Protection Act
01.02	Explain the criteria, policy and procedures relating to debt recovery
01.03	Analyse the role of the Traffic Enforcement Centre and magistrates' court in the debt recovery process
01.04	Explain the requirements of debt recovery documentation
01.05	Explain the features and benefits of different investigation techniques
01.06	Explain who needs to be informed of the outcomes of the debt recovery process and why
01.07	Explain the actions to be taken at each stage of the debt recovery process
01.08	Explain the potential consequences of an inadequate audit trail
01.09	Explain the actions needed to close a debt recovery case
Be able to administer the parking and traffic debt recovery process
02.01	Monitor the quality of the data to be registered at the Traffic Enforcement Centre or magistrates court
02.02	Serve debt recovery documentation in accordance with organisational policy and relevant legislation
02.03	Prepare case evidence in accordance with organisational policy and relevant legislation
02.04	Make decisions on the basis of the evidence within the limits of their own authority
02.05	Inform everyone who needs to know of the progress and outcomes of the case
02.06	Monitor the performance of debt recovery agents
02.07	Take prompt action in the event of problems arising in the debt recovery process
02.08	Keep accurate and up-to-date records of actions and decisions taken
02.09	Adhere to organisational policies and procedures, and legal and ethical requirements when administering the parking and traffic debt recovery process

Qualification Framework : RQF
Title : Produce business documents
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 24
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1809 : Produce business documents	
Understand how to prepare business documents	
Assessment Criterion - The learner can:	
01.01	Explain the requirements for language, tone, image and presentation for different documents
01.02	Explain how to integrate images into documents
01.03	Describe how corporate identity impacts upon document production
01.04	Explain the requirements of data protection, copyright and intellectual property legislation relating to document production
01.05	Describe organisational procedures for version control
01.06	Describe security requirements relating to document production
Be able to prepare business documents	
02.01	Identify the purpose, audience, content, style, format and deadlines of a document
02.02	Use document production resources in line with organisational guidelines
02.03	Use correct grammar, spelling, punctuation and sentence structure
02.04	Produce documents that meet the requirements within the agreed timescale
Be able to distribute business documents	
03.01	Provide final documents in the appropriate medium for authorised readers
03.02	Specify restrictions and distribution lists in accordance with the requirements
03.03	Maintain the requirements of security in the production, distribution and storage of documents

Qualification Framework : RQF
Title : Produce minutes of meetings
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 13
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1812 : Produce minutes of meetings	
Understand how to take minutes of meetings	
Assessment Criterion - The learner can:	
01.01	Explain the purpose of different types of minutes and other meeting records
01.02	Explain the legal requirements of formal minutes
01.03	Describe organisational conventions for producing minutes
01.04	Describe the responsibilities of the minute taker in a meeting
01.05	Explain why it is important to maintain confidentiality of meetings, discussions and actions
01.06	Explain why it is necessary to record who proposed and seconded suggestions and changes
Be able to take notes of meetings	
02.01	Take accurate notes of the attendance, proceedings, areas of discussion and agreed actions of meetings
02.02	Record allocated responsibilities for agreed actions
Be able to produce minutes of meetings	
03.01	Transcribe notes accurately into meeting minutes using correct language, grammar, punctuation and sentence structure and in the agreed style
03.02	Include agreed attachments or appendices
03.03	Obtain approval for the final documents
03.04	Distribute minutes to the agreed distribution list
03.05	Maintain the requirements of confidentiality

Qualification Framework : RQF
Title : Manage legal case files
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 32
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1938 : Manage legal case files	
Understand the management of legal case files	
Assessment Criterion - The learner can:	
01.01	Explain the administrative requirements of the different legal areas being administered
01.02	Explain the scope and limits of their own responsibilities and authority
01.03	Explain the requirements of the duty of confidentiality
01.04	Describe the structure, format and contents of a case file
01.05	Explain how to validate information when managing a legal case file
01.06	Explain the requirements of processing appeals
01.07	Explain the potential consequences of not meeting internal and external deadlines when managing a legal case file
Be able to manage case files	
02.01	Plan the management of a case file to meet deadlines
02.02	Identify the location of required documents and materials
02.03	Take action to ensure the file contains accurate and up-to-date information, documents and materials and is secure
02.04	Take action to ensure court bundles are prepared correctly
02.05	Generate correspondence and documents that conform with the requirements of house style and legal and procedural requirements
02.06	Submit documents on time
02.07	Process and record the hearing outcomes in accordance with organisational and procedural requirements
02.08	Close and archive files in accordance with organisational and regulatory requirements
02.09	Keep fee-earners informed of actions taken, progress, developments and problems
02.10	Adhere to organisational policies and procedures, and legal and ethical requirements when managing case files

Qualification Framework : RQF
Title : Maintain and issue stationery and supplies
Unit Level : Level 2
Unit Sub Level : None
Guided Learning Hours : 18
Unit Credit Value : 3
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/2295 : Maintain and issue stationery and supplies	
Understand the maintenance of stationery and supplies	
Assessment Criterion - The learner can:	
01.01	Describe organisational policies, procedures and levels of authority in maintaining supplies
01.02	Explain how to carry out a stock check of stationery
01.03	Describe the types of problems that may occur with deliveries and stock items
01.04	Explain how to deal with problems that occur with deliveries and stock items
01.05	Explain the factors to take into account when ordering stationery
01.06	Explain the benefits and limitations of different potential suppliers, against organisational requirements
01.07	Explain how to calculate quantities of stationery and supplies to be ordered
01.08	Describe how to dispose of or recycle waste
Be able to maintain stocks of stationery and supplies	
02.01	Maintain stocks of stationery and supplies at the required levels
02.02	Maintain the requirements of storage and security
02.03	Carry out stock checks in accordance with organisational policies and procedures
02.04	Chase up late or incorrect orders with suppliers
Be able to issue stock of stationery and supplies	
03.01	Issue stationery and supplies in accordance with organisational requirements
03.02	Maintain up-to-date records of stock issued, received and in storage
03.03	Deal with unwanted or damaged stationery and supplies safely
03.04	Recommend ways in which the system for receiving and issuing stock could be improved

Qualification Framework : RQF
Title : Manage team performance
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 21
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: A/506/1821 : Manage team performance	
Understand the management of team performance	
Assessment Criterion - The learner can:	
01.01	Explain the use of benchmarks in managing performance
01.02	Explain a range of quality management techniques to manage team performance
01.03	Describe constraints on the ability to amend priorities and plans
Be able to allocate and assure the quality of work	
02.01	Identify the strengths, competences and expertise of team members
02.02	Allocate work on the basis of the strengths, competences and expertise of team members
02.03	Identify areas for improvement in team members performance outputs and standards
02.04	Amend priorities and plans to take account of changing circumstances
02.05	Recommend changes to systems and processes to improve the quality of work
Be able to manage communications within a team	
03.01	Explain to team members the lines of communication and authority levels
03.02	Communicate individual and team objectives, responsibilities and priorities
03.03	Use communication methods that are appropriate to the topics, audience and timescales
03.04	Provide support to team members when they need it
03.05	Agree with team members a process for providing feedback on work progress and any issues arising
03.06	Review the effectiveness of team communications and make improvements

Qualification Framework : RQF
Title : Manage a budget
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 26
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: A/506/1995 : Manage a budget	
Understand how to identify financial requirements	
Assessment Criterion - The learner can:	
01.01	Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives
01.02	Analyse the components of a business case to meet organisational requirements
01.03	Analyse the factors to be taken into account to secure the support of stakeholders
01.04	Describe the business planning and budget-setting cycle
Understand how to set budgets	
02.01	Explain the purposes of budget-setting
02.02	Analyse the information needed to enable realistic budgets to be set
02.03	Explain how to address contingencies
02.04	Explain organisational policies and procedures on budget-setting
Be able to manage a budget	
03.01	Use the budget to control performance and expenditure
03.02	Identify the cause of variations from budget
03.03	Explain the actions to be taken to address variations from budget
03.04	Propose realistic revisions to budget, supporting recommendations with evidence
03.05	Provide budget-related reports and information within agreed timescales
03.06	Explain the actions to be taken in the event of suspected instances of fraud or malpractice
Be able to evaluate the use of a budget	
04.01	Identify successes and areas for improvement in budget management
04.02	Make recommendations to improve future budget setting and management

Unit Specification
F/506/1934
Participate in a project

iCQ

Qualification Framework : RQF
Title : Participate in a project
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 19
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: F/506/1934 : Participate in a project	
Understand how to manage a project	
Assessment Criterion - The learner can:	
01.01	Explain the features of a project business case
01.02	Explain the stages of a project lifecycle
01.03	Explain the roles of people involved in a project
01.04	Explain the uses of project-related information
01.05	Explain the advantages and limitations of different project monitoring techniques
01.06	Analyse the interrelationship of project scope, schedule, finance, risk, quality and resources
Be able to support the delivery of a project	
02.01	Fulfil their role in accordance with a project plan
02.02	Collect project-related information in accordance with project plans
02.03	Use appropriate tools to analyse project information
02.04	Report on information analysis in the agreed format and timescale
02.05	Draw issues, anomalies and potential problems to the attention of project managers
02.06	Adhere to organisational policies and procedures, legal and ethical requirements in supporting the delivery of a project

Qualification Framework : RQF
Title : Bespoke Software
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 30
Unit Credit Value : 4
SSAs : 6.2 ICT for Users
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/502/4397 : Bespoke Software	
Input and combine information using bespoke software	
Assessment Criterion - The learner can:	
01.01	Input relevant information accurately so that it is ready for processing
01.02	Select and use appropriate techniques to link and combine information within the application and across different software applications
Create and modify appropriate structures to organise and retrieve information efficiently	
02.01	Evaluate the use of software functions to structure, layout and style information
02.02	Create, change and use appropriate structures and/or layouts to organise information efficiently
02.03	Manage data files effectively, in line with local and/or legal guidelines and conventions for the storage and use of data where available
Exploit the functions of the software effectively to process and present information	
03.01	Select and use appropriate tools and techniques to edit, analyse and format information
03.02	Check information meets needs, using IT tools and making corrections as necessary
03.03	Identify and respond appropriately to quality problems to ensure that outcomes are fit for purpose and meet needs
03.04	Select and use presentation methods to aid clarity and meaning

Qualification Framework : RQF
Title : Spreadsheet Software
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 45
Unit Credit Value : 6
SSAs : 6.2 ICT for Users
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/502/4626 : Spreadsheet Software	
Use a spreadsheet to enter, edit and organise numerical and other data	
Assessment Criterion - The learner can:	
01.01	Identify what numerical and other information is needed in the spreadsheet and how it should be structured
01.02	Enter and edit numerical and other data accurately
01.03	Combine and link data from different sources
01.04	Store and retrieve spreadsheet files effectively, in line with local guidelines and conventions where available
Select and use appropriate formulas and data analysis tools and techniques to meet requirements	
02.01	Explain what methods can be used to summarise, analyse and interpret spreadsheet data and when to use them
02.02	Select and use a wide range of appropriate functions and formulas to meet calculation requirements
02.03	Select and use a range of tools and techniques to analyse and interpret data to meet requirements
02.04	Select and use forecasting tools and techniques
Use tools and techniques to present, and format and publish spreadsheet information	
03.01	Explain how to present and format spreadsheet information effectively to meet needs
03.02	Select and use appropriate tools and techniques to format spreadsheet cells, rows, columns and worksheets effectively
03.03	Select and use appropriate tools and techniques to generate, develop and format charts and graphs
03.04	Select and use appropriate page layout to present, print and publish spreadsheet information
03.05	Explain how to find and sort out any errors in formulas
03.06	Check spreadsheet information meets needs, using IT tools and making corrections as necessary
03.07	Use auditing tools to identify and respond appropriately to any problems with spreadsheets

Unit Specification
J/506/1921
Manage individuals performance

Qualification Framework : RQF
Title : Manage individuals' performance
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 20
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/506/1921 : Manage individuals performance
Understand the management of underperformance in the workplace
Assessment Criterion - The learner can:
01.01 Explain typical organisational policies and procedures on discipline, grievance and dealing with underperformance
01.02 Explain how to identify causes of underperformance
01.03 Explain the purpose of making individuals aware of their underperformance clearly but sensitively
01.04 Explain how to address issues that hamper individuals' performance
01.05 Explain how to agree a course of action to address underperformance
Be able to manage individuals' performance in the workplace
02.01 Agree with team members specific, measurable, achievable, realistic and time-bound (SMART) objectives that align to organisational objectives
02.02 Delegate responsibility to individuals on the basis of their expertise, competence, skills, knowledge, and development needs
02.03 Apply motivation techniques to maintain morale
02.04 Provide information, resources and on-going mentoring to help individuals meet their targets, objectives and quality standards
02.05 Monitor individuals progress towards objectives in accordance with agreed plans
02.06 Recognise individuals' achievement of targets and quality standards
02.07 Adhere to organisational policies and procedures, and legal and ethical requirements when managing individuals performance in the workplace

Unit Specification
J/506/1949
Develop and maintain professional networks

Qualification Framework : RQF
Title : Develop and maintain professional networks
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 15
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/506/1949 : Develop and maintain professional networks	
Understand the principles of effective networking	
Assessment Criterion - The learner can:	
01.01	Describe the interpersonal skills needed for effective networking
01.02	Explain the basis on which to choose networks to be developed
01.03	Evaluate the role of shared agendas and conflict management in relationship-building
01.04	Evaluate the role of the internet in business networking
01.05	Assess the importance of following up leads and actions
01.06	Analyse ethical issues relating to networking activities
Be able to identify professional networks for development	
02.01	Identify potential networks for professional development from an analysis of their benefits compared with individual needs and aspirations
02.02	Shortlist networks for development against defined criteria
02.03	Assess the benefits and limitations of joining and maintaining selected network(s)
Be able to maintain professional networks	
03.01	Identify the potential for mutual benefit with network members
03.02	Promote their own skills, knowledge and competence to network members
03.03	Provide information, services or support to network members where the potential for mutual benefit has been identified
03.04	Establish the boundaries of confidentiality
03.05	Agree guidelines for the exchange of information and resources
03.06	Take action to ensure that participation in networks reflects current and defined future aspirations and needs
03.07	Make introductions to people with common or complementary interest to and within networks

Unit Specification
J/506/2292
Encourage innovation

Qualification Framework : RQF
Title : Encourage innovation
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 14
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/506/2292 : Encourage innovation
Be able to identify opportunities for innovation
Assessment Criterion - The learner can:
01.01	Analyse the advantages and disadvantages of techniques used to generate ideas
01.02	Explain how innovation benefits an organisation
01.03	Explain the constraints on their own ability to make changes
01.04	Agree with stakeholders terms of reference and criteria for evaluating potential innovation and improvement
01.05	Engage team members in finding opportunities to innovate and suggest improvements
01.06	Monitor performance, products and/or services and developments in areas that may benefit from innovation
01.07	Analyse valid information to identify opportunities for innovation and improvement
Be able to generate and test ideas for innovation and improvement
02.01	Generate ideas for innovation or improvement that meet the agreed criteria
02.02	Test selected ideas that meet viability criteria
02.03	Evaluate the fitness for purpose and value of the selected ideas
02.04	Assess potential innovations and improvements against the agreed evaluation criteria
Be able to implement innovative ideas and improvements
03.01	Explain the risks of implementing innovative ideas and improvements
03.02	Justify conclusions of efficiency and value with evidence
03.03	Prepare costings and schedules of work that will enable efficient implementation
03.04	Design processes that support efficient implementation

Qualification Framework : RQF
Title : Implement and maintain business continuity plans and processes
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 25
Unit Credit Value : 4
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: K/506/1930 : Implement and maintain business continuity plans and processes
Be able to plan for the implementation of business continuity plans and processes
Assessment Criterion - The learner can:
01.01	Describe the components of a business continuity plan
01.02	Explain the uses of a business continuity plan
01.03	Explain the features of different business continuity planning models
01.04	Explain the potential consequences of inadequate business continuity plans and processes
01.05	Confirm the required aim, scope and objectives of business continuity plans
01.06	Engage stakeholders in developing business continuity plans and processes
01.07	Identify business-critical products and/or services and the activities and resources that support them
Be able to implement business continuity plans and processes
02.01	Develop a framework for business continuity management
02.02	Recommend resources that are proportionate to the potential impact of business disruption
02.03	Communicate the importance and requirements of business continuity plans and processes to stakeholders
02.04	Meet their own objectives within the plan
Be able to maintain the fitness for purpose of on-going business continuity plans and processes
03.01	Provide training for staff who may be affected
03.02	Validate and test the strength of business continuity plans and processes
03.03	Update plans and processes in the light of feedback from business continuity exercises and other sources of information

Unit Specification
K/506/1989
Manage physical resources

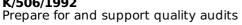|	
Qualification Framework :	RQF
Title :	Manage physical resources
Unit Level :	Level 4
Unit Sub Level :	None
Guided Learning Hours :	26
Unit Credit Value :	4
SSAs :	15.3 Business Management
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: K/506/1989 : Manage physical resources

Be able to identify the need for physical resources	
Assessment Criterion - The learner can:	
01.01	Identify resource requirements from analyses of organisational needs
01.02	Evaluate alternative options for obtaining physical resources
01.03	Evaluate the impact on the organisation of introducing physical resources
01.04	Identify the optimum option that meets operational requirements for physical resources
Be able to obtain physical resources	
02.01	Develop a business case for physical resources that is supported by evidence, cost estimates, contingency arrangements and an analysis of likely benefits
02.02	Obtain authorisation and financial commitment for the required expenditure
02.03	Negotiate best value from contracts in accordance with organisational standards and procedures
02.04	Adhere to organisational policies and procedures, legal and ethical requirements when obtaining physical resources
02.05	Check that the physical resources received match those ordered
Be able to manage the use of physical resources	
03.01	Take action to ensure physical resources are used in accordance with manufacturers' instructions
03.02	Evaluate the efficiency of physical resources against agreed criteria
03.03	Recommend improvements to the use of physical resources and associated working practices
03.04	Analyse the benefits of effective equipment in the conservation of energy and the environment

Unit Specification
K/506/1992
Prepare for and support quality audits

iCQ

Qualification Framework : RQF
Title : Prepare for and support quality audits
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 17
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: K/506/1992 : Prepare for and support quality audits	
Understand the principles underpinning the management of quality	
Assessment Criterion - The learner can:	
01.01	Analyse the principles of quality management
01.02	Analyse the purpose and requirements of a range of quality standards
01.03	Analyse the advantages and limitations of a range of quality techniques
01.04	Assess how the management of quality contributes to the achievement of organisational objectives
Be able to prepare for quality audits	
02.01	Establish the quality requirements applicable to the work being audited
02.02	Confirm that documentation is complete
02.03	Confirm that any previously agreed actions have been implemented
02.04	Make available information requested in advance by auditors
Be able to support quality audits	
03.01	Provide access to information on request within scope of the audit
03.02	Agree actions and timescales with auditors that will remedy non-conformance or non-compliance
03.03	Identify instances where business processes, quality standards and/or procedures could be improved
03.04	Develop a quality improvement plan that addresses the issues raised

Unit Specification
L/506/1922
Manage individuals' development in the workplace

Qualification Framework :	RQF
Title :	Manage individuals' development in the workplace
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	10
Unit Credit Value :	3
SSAs :	15.3 Business Management
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/1922 : Manage individuals' development in the workplace
Be able to carry out performance appraisals
Assessment Criterion - The learner can:
01.01	Explain the purpose of performance reviews and appraisals
01.02	Explain techniques to prepare for and carry out appraisals
01.03	Provide a private environment in which to carry out appraisals
01.04	Carry out performance reviews and appraisals in accordance with organisational policies and procedures
01.05	Provide clear, specific and evidence-based feedback sensitively
01.06	Agree future actions that are consistent with appraisal findings and identified development needs
Be able to support the learning and development of individual team members
02.01	Describe training techniques that can be applied in the workplace
02.02	Analyse the advantages and disadvantages of learning and development interventions and methods
02.03	Explain organisational learning and development policies and resource availability
02.04	Review individuals learning and development needs at regular intervals
02.05	Suggest learning and development opportunities and interventions that are likely to meet individual and business needs

Qualification Framework : RQF
Title : Manage business risk
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 27
Unit Credit Value : 6
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/2004 : Manage business risk
Understand the management of business risk
Assessment Criterion - The learner can:
01.01	Explain what is meant by business risk
01.02	Analyse business risk identification theories and models
01.03	Explain measures and techniques to mitigate business risk
01.04	Explain their own level of authority in managing risk
Be able to address business risk
02.01	Monitor work in line with organisational risk procedures
02.02	Identify potential risks using agreed risk criteria
02.03	Assess identified risks, their potential consequences and the probability of them happening
02.04	Communicate to stakeholders the likelihood of the risk occurring and its potential consequences
02.05	Explain organisational business risk management policies
Be able to mitigate business risk
03.01	Develop risk management plans and processes that are proportionate to the risk and the available resources
03.02	Implement risk management plans in accordance with organisational requirements
03.03	Monitor on-going risk-related developments and amend plans in the light of changing circumstances
03.04	Keep stakeholders informed of any developments and their possible consequences
03.05	Evaluate the effectiveness of actions taken, identifying possible future improvements

Unit Specification
L/506/2150
Organise and deliver customer service

iCQ

Qualification Framework : RQF
Title : Organise and deliver customer service
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 27
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: L/506/2150 : Organise and deliver customer service
Understand how to organise customer service delivery
Assessment Criterion - The learner can:
01.01	Explain how different methods of promoting products and/or services impact on customer service delivery
01.02	Explain who should be involved in the organisation of customer service delivery
01.03	Explain the importance of differentiating between customers wants, needs and expectations
01.04	Explain different ways of segmenting customer groups
01.05	Explain how customer segmentation is used in organising customer service delivery
01.06	Explain how to analyse the customer journey
Be able to plan the delivery of customer service
02.01	Identify customers needs and expectations
02.02	Map the customer journey
02.03	Confirm that systems and structures are in place to enable the delivery of agreed standards of customer service
02.04	Prepare the resources needed to deliver products and/or services to different types of customers
02.05	Plan how to deal with unexpected additional workloads
02.06	Allocate priorities to address points of service failure
Be able to deliver customer service
03.01	Take steps to ensure that the needs of customers are balanced with organisational objectives
03.02	Agree realistic and achievable actions with customers
03.03	Identify areas for improvement in their own customer service delivery
03.04	Adapt their own customer service delivery to meet customers changing expectations

Unit Specification
M/506/1928
Procure products and/or services

Qualification Framework : RQF
Title : Procure products and/or services
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 35
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: M/506/1928 : Procure products and/or services	
Be able to identify procurement requirements	
Assessment Criterion - The learner can:	
01.01	Explain current and likely future procurement requirements
01.02	Decide whether the purchase of products and/or services offers the organisation best value
01.03	Evaluate ethical and sustainability considerations relating to procurement
01.04	Justify the decision to buy products and/or services with evidence of an analysis of risk, costs and benefits
Be able to select suppliers	
02.01	Explain the factors to be taken into account in selecting suppliers
02.02	Explain organisational procurement policies, procedures and standards
02.03	Explain the effect of supplier choice on the supply chain
02.04	Use appropriate media to publicise procurement requirements
02.05	Confirm the capability and track record of suppliers and their products and/or services
02.06	Select suppliers that meet the procurement specification
Be able to buy products and/or services	
03.01	Explain the action to be taken in the event of problems arising
03.02	Agree contract terms that are mutually acceptable within their own scope of authority
03.03	Record agreements made, stating the specification, contract terms and any post-contract requirements
03.04	Adhere to organisational policies and procedures, legal and ethical requirements

Qualification Framework : RQF
Title : Manage a project
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 38
Unit Credit Value : 7
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/1999 : Manage a project	
Understand the management of a project	
Assessment Criterion - The learner can:	
01.01	Explain how to carry out a cost-benefit analysis for a project
01.02	Evaluate the use of risk analysis techniques
01.03	Evaluate project planning and management tools and techniques
01.04	Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources
01.05	Analyse the requirements of project governance arrangements
Be able to plan a project	
02.01	Analyse how a project fits with an organisations overall vision, objectives, plans and programmes of work
02.02	Agree the objectives and scope of proposed projects with stakeholders
02.03	Assess the interdependencies and potential risks within a project
02.04	Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives, key performance indicators (KPIs) and evaluations mechanisms appropriate to the plan
02.05	Develop proportionate and targeted plans to manage identified risks and contingencies
02.06	Apply project lifecycle approaches to the progress of a project
Be able to manage a project	
03.01	Allocate resources in accordance with the project plan
03.02	Brief project team members on their roles and responsibilities
03.03	Implement plans within agreed budgets and timescales
03.04	Communicate the requirements of the plans to those who will be affected
03.05	Revise plans in the light of changing circumstances in accordance with project objectives and identified risks
03.06	Keep stakeholders up to date with developments and problems
03.07	Complete close-out actions in accordance with project plans
03.08	Adhere to organisational policies and procedures, legal and ethical requirements when managing a project
Be able to evaluate the effectiveness of a project	
04.01	Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources
04.02	Evaluate the effectiveness of capturing and managing project-related knowledge
04.03	Report on the effectiveness of plans

Qualification Framework : RQF
Title : Resolve customers' complaints
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 22
Unit Credit Value : 4
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/2151 : Resolve customers complaints	
Understand the monitoring and resolution of customers complaints	
Assessment Criterion - The learner can:	
01.01	Assess the suitability of a range of monitoring techniques for customers complaints
01.02	Explain how to identify those complaints that should prompt a review of the service offer and service delivery
01.03	Explain negotiating techniques used to resolve customers complaints
01.04	Explain conflict management techniques used in dealing with upset customers
01.05	Explain organisational procedures for dealing with customer complaints
01.06	Explain when to escalate customers complaints
01.07	Explain the cost and regulatory implications of admitting liability on the basis of a customer complaint
01.08	Explain the advantages and limitations of offering compensation or replacement products and/or services
Be able to deal with customers complaints	
02.01	Confirm the nature, cause and implications of customers complaints
02.02	Take personal responsibility for dealing with complaints
02.03	Communicate in a way that recognises customers problems and understands their points of view
02.04	Explain the advantages and limitations of different complaint response options to customers
02.05	Explain the advantages and limitations of different complaint response options to the organisation
02.06	Keep customers informed of progress
02.07	Agree solutions with customers that address the complaint and which are within the limits of their own authority
02.08	Record the outcome of the handling of complaints for future reference
02.09	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with customers complaints

Unit Specification
R/506/2909
Recruitment, selection and induction practice

iCQ

Qualification Framework :	RQF
Title :	Recruitment, selection and induction practice
Unit Level :	Level 4
Unit Sub Level :	None
Guided Learning Hours :	33
Unit Credit Value :	6
SSAs :	15.3 Business Management
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: R/506/2909 : Recruitment, selection and induction practice
Understand the principles and theories underpinning recruitment, selection and induction practice
Assessment Criterion - The learner can:

01.01	Explain workforce planning techniques
01.02	Describe the information needed to identify recruitment requirements
01.03	Assess the impact of an organisations structure and culture on its recruitment and selection policies and practices
01.04	Analyse the factors involved in establishing recruitment and selection criteria
01.05	Evaluate the suitability of different recruitment and selection methods for different roles
01.06	Analyse patterns of employment that affect the recruitment of staff
01.07	Explain the factors to be taken into account when developing job specifications, personal specifications and job advertisements
01.08	Explain the induction process
01.09	Explain the relationship between human resource processes and the induction processes

Be able to recruit people into an organisation	
02.01	Determine current staffing needs
02.02	Identify current skills needs from identified staffing needs
02.03	Identify future workforce needs
02.04	Develop a resourcing plan that addresses identified needs within budgetary limitations
02.05	Evaluate the cost-effectiveness of different methods of recruitment for an identified role
02.06	Explain how recruitment policies and practices meet legal and ethical requirements
02.07	Select the most appropriate method of recruitment for identified roles

Be able to select appropriate people for the role	
03.01	Plan assessment processes that are valid and reliable
03.02	Provide those involved in the selection process with sufficient information to enable them to make informed decisions
03.03	Justify assessment decisions with evidence
03.04	Inform applicants of the outcome of the process in line with organisational procedures
03.05	Evaluate the effectiveness of the selection process
03.06	Adhere to organisational policies and procedures, legal and ethical requirements when carrying out selection assessments

Be able to induct people into an organisation	
04.01	Develop induction materials that meet operational and new starters needs
04.02	Explain to new starters organisational policies, procedures and structures
04.03	Explain to new starters their role and responsibilities
04.04	Explain to new starters their entitlements and where to go for help
04.05	Assess new starters training needs
04.06	Confirm that training is available that meets operational and new starters needs
04.07	Provide support that meets new starters needs throughout the induction period

Unit Specification
T/502/4301
Using Email

Qualification Framework :	RQF
Title :	Using Email
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	20
Unit Credit Value :	3
SSAs :	6.2 ICT for Users
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: T/502/4301 : Using Email
Use e-mail software tools and techniques to compose and send messages
Assessment Criterion - The learner can:

01.01	Select and use software tools to compose and format e-mail messages, including attachments
01.02	Explain methods to improve message transmission
01.03	Send e-mail messages to individuals and groups
01.04	Explain why and how to stay safe and respect others when using e-mail
01.05	Use an address book to manage contact information

Manage use of e-mail software effectively	
02.01	Develop and communicate guidelines and procedures for using e-mail effectively
02.02	Read and respond appropriately to e-mail messages and attachments
02.03	Use email software tools and techniques to automate responses
02.04	Explain why, how and when to archive messages
02.05	Organise, store and archive e-mail messages effectively
02.06	Customise e-mail software to make it easier to use
02.07	Explain how to minimise e-mail problems
02.08	Respond appropriately to email problems

Unit Specification
T/502/4556
Database Software

Qualification Framework : RQF
Title : Database Software
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 45
Unit Credit Value : 6
SSAs : 6.2 ICT for Users
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/502/4556 : Database Software	
Plan, create and modify relational database tables to meet requirements	
Assessment Criterion - The learner can:	
01.01	Explain how a relational database design enables data to be organised and queried
01.02	Plan and create multiple tables for data entry with appropriate fields and properties
01.03	Set up and modify relationships between database tables
01.04	Explain why and how to maintain data integrity
01.05	Respond appropriately to problems with database tables
01.06	Use database tools and techniques to ensure data integrity is maintained
Enter, edit and organise structured information in a database	
02.01	Design and create forms to access, enter, edit and organise data in a database
02.02	Select and use appropriate tools and techniques to format data entry forms
02.03	Check data entry meets needs, using IT tools and making corrections as necessary
02.04	Respond appropriately to data entry errors
Use database software tools to create, edit and run data queries and produce reports	
03.01	Explain how to select, generate and output information from queries according to requirements
03.02	Create and run database queries to display, amend or calculate selected data
03.03	Plan and produce database reports from a multiple-table relational database
03.04	Select and use appropriate tools and techniques to format database reports
03.05	Check reports meet needs, using IT tools and making corrections as necessary

Unit Specification
T/502/4623
Presentation Software

iCQ

Qualification Framework :	RQF
Title :	Presentation Software
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	45
Unit Credit Value :	6
SSAs :	6.2 ICT for Users
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: T/502/4623 : Presentation Software	
Input and combine text and other information within presentation slides	
Assessment Criterion - The learner can:	
01.01	Explain what types of information are required for the presentation
01.02	Enter text and other information using layouts appropriate to type of information
01.03	Insert charts and tables and link to source data
01.04	Insert images, video or sound to enhance the presentation
01.05	Identify any constraints which may affect the presentation
01.06	Organise and combine information for presentations in line with any constraints
01.07	Store and retrieve presentation files effectively, in line with local guidelines and conventions where available
Use presentation software tools to structure, edit and format presentations	
02.01	Explain when and how to use and change slide structure and themes to enhance presentations
02.02	Create, amend and use appropriate templates and themes for slides
02.03	Explain how interactive and presentation effects can be used to aid meaning or impact
02.04	Select and use appropriate techniques to edit and format presentations to meet needs
02.05	Create and use interactive elements to enhance presentations
02.06	Select and use animation and transition techniques appropriately to enhance presentations
Prepare interactive slideshow for presentation	
03.01	Explain how to present slides to communicate effectively for different contexts
03.02	Prepare interactive slideshow and associated products for presentation
03.03	Check presentation meets needs, using IT tools and making corrections as necessary
03.04	Evaluate presentations, identify any quality problems and discuss how to respond to them
03.05	Respond appropriately to quality problems to ensure that presentations meet needs and are fit for purpose

Qualification Framework : RQF
Title : Promote equality, diversity and inclusion in the workplace
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 15
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/1820 : Promote equality, diversity and inclusion in the workplace
Understand the organisational aspects of equality, diversity and inclusion in the workplace
Assessment Criterion - The learner can:
01.01 Explain the difference between equality, diversity and inclusion
01.02 Explain the impact of equality, diversity and inclusion across aspects of organisational policy
01.03 Explain the potential consequences of breaches of equality legislation
01.04 Describe nominated responsibilities within an organisation for equality, diversity and inclusion
Understand the personal aspects of equality, diversity and inclusion in the workplace
02.01 Explain the different forms of discrimination and harassment
02.02 Describe the characteristics of behaviour that supports equality, diversity and inclusion in the workplace
02.03 Explain the importance of displaying behaviour that supports equality, diversity and inclusion in the workplace
Be able to support equality, diversity and inclusion in the workplace
03.01 Ensure colleagues are aware of their responsibilities for equality, diversity and inclusion in the workplace
03.02 Identify potential issues relating to equality, diversity and inclusion in the workplace
03.03 Adhere to organisational policies and procedures, and legal and ethical requirements when supporting equality, diversity and inclusion in the workplace

Qualification Framework : RQF
Title : Implement change
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 28
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/506/1929 : Implement change	
Understand the principles of change management	
Assessment Criterion - The learner can:	
01.01	Explain the importance of effective leadership when implementing change
01.02	Explain the role of internal and external stakeholders in the management of change
01.03	Evaluate the suitability of change management models for different contexts
01.04	Explain how to assess the business risks associated with change
01.05	Assess the need for contingency planning when implementing change
01.06	Assess the need for crisis management when implementing change
01.07	Explain the different types of barriers to change and how to deal with these
01.08	Explain how to evaluate change management projects
Be able to plan the implementation of change	
02.01	Explain the need for change
02.02	Explain the potential consequences of not implementing change
02.03	Explain the roles and responsibilities of a change management project team
02.04	Develop a plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources
02.05	Brief team members on their roles and responsibilities and the objectives of the change
02.06	Gain acceptance to the need for change from team members and other stakeholders
Be able to manage the implementation of a change plan	
03.01	Explain organisational escalation processes for reporting problems
03.02	Analyse the advantages and disadvantages of monitoring techniques
03.03	Implement the plan within the agreed timescale
03.04	Provide support to team members and other stakeholders according to identified needs
03.05	Monitor the progress of the implementation against the plan
03.06	Manage problems in accordance with contingency plans
Be able to evaluate the effectiveness of the implementation of change plans	
04.01	Assess the suitability of techniques used to analyse the effectiveness of change
04.02	Collate valid feedback and information from stakeholders
04.03	Analyse feedback and information against agreed criteria
04.04	Identify areas for future improvement
04.05	Communicate the lessons learned with those who may benefit

Qualification Framework :	RQF
Title :	Word Processing Software
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	45
Unit Credit Value :	6
SSAs :	6.2 ICT for Users
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: Y/502/4629 : Word Processing Software

Enter and combine text and other information accurately within word processing documents

Assessment Criterion - The learner can:

01.01	Summarise what types of information are needed for the document and how they should be linked or integrated
01.02	Use appropriate techniques to enter text and other types of information accurately and efficiently
01.03	Create, use and modify appropriate templates for different types of documents
01.04	Explain how to combine and merge information from other software or multiple documents
01.05	Combine and merge information within a document from a range of sources
01.06	Store and retrieve document and associated files effectively, in line with local guidelines and conventions where available
01.07	Select and use tools and techniques to work with multiple documents or users
01.08	Customise interface to meet needs

Create and modify appropriate layouts, structures and styles for word processing documents

02.01	Analyse and explain the requirements for structure and style
02.02	Create, use and modify columns, tables and forms to organise information
02.03	Define and modify styles for document elements
02.04	Select and use tools and techniques to organise and structure long documents

Use word processing software tools and techniques to format and present documents effectively to meet requirements

03.01	Explain how the information should be formatted to aid meaning
03.02	Select and use appropriate techniques to format characters and paragraphs
03.03	Select and use appropriate page and section layouts to present and print multi-page and multi-section documents
03.04	Check documents meet needs, using IT tools and making corrections as necessary
03.05	Evaluate the quality of the documents produced to ensure they are fit for purpose
03.06	Respond appropriately to any quality problems with documents to ensure that outcomes meet needs and are fit for purpose

Unit Specification
Y/502/4632
Website Software

Qualification Framework : RQF
Title : Website Software
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 40
Unit Credit Value : 5
SSAs : 6.2 ICT for Users
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/502/4632 : Website Software
Create structures and styles and use them to produce websites
Assessment Criterion - The learner can:
01.01	Determine what website content and layout will be needed for each page and for the site
01.02	Plan and create web page templates to layout content
01.03	Select and use website features and structures to enhance website navigation and functionality
01.04	Create, select and use styles to enhance website consistency and readability
01.05	Provide guidance on laws, guidelines and constraints that affect the content and use of websites
01.06	Explain what access issues may need to be taken into account
01.07	Explain when and why to use different file types for saving content
01.08	Store and retrieve files effectively, in line with local guidelines and conventions where available
Select and use website software tools and features to develop multiple page websites with multimedia and interactive features
02.01	Prepare content for web pages so that it is ready for editing and formatting
02.02	Organise and combine information needed for web pages in line with any copyright constraints, including across different software
02.03	Select and use appropriate editing and formatting techniques to aid meaning
02.04	Select and use appropriate programming and development techniques to add features and enhance websites
02.05	Select and use file formats that make information easier to download
02.06	Check web pages meet needs, using IT tools and making corrections as necessary
Publish and test multiple page websites with multimedia and interactive features
03.01	Select and use appropriate testing methods to check that all elements and features of complex websites are working as planned
03.02	Identify any quality problems with websites and explain how to respond to them
03.03	Select and use an appropriate programme to upload and publish the website and make sure that it will download efficiently
03.04	Respond appropriately to quality problems with websites to ensure outcomes are fit for purpose

Unit Specification
Y/506/1924
Chair and lead meetings

iCQ

Qualification Framework : RQF
Title : Chair and lead meetings
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 10
Unit Credit Value : 3
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1924 : Chair and lead meetings	
Be able to prepare to lead meetings	
Assessment Criterion - The learner can:	
01.01	Identify the type, purpose, objectives, and background to a meeting
01.02	Identify those individuals expected, and those required to attend a meeting
01.03	Prepare for any formal procedures that apply to a meeting
01.04	Describe ways of minimising likely problems in a meeting
01.05	Take action to ensure that meeting documentation is prepared correctly and distributed to the agreed people within the agreed timescale
Be able to chair and lead meetings	
02.01	Follow business conventions in the conduct of a meeting
02.02	Facilitate meetings so that everyone is involved and the optimum possible consensus is achieved
02.03	Manage the agenda within the timescale of the meeting
02.04	Summarise the agreed actions, allocated responsibilities, timescales and any future arrangements
Be able to deal with post-meeting matters	
03.01	Take action to ensure that accurate records of a meeting are produced and distributed in the agreed format and timescale
03.02	Take action to ensure that post-meeting actions are completed
03.03	Evaluate the effectiveness of a meeting and identify points for future improvement

Qualification Framework : RQF
Title : Develop and implement an operational plan
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 24
Unit Credit Value : 5
SSAs : 15.3 Business Management
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/1955 : Develop and implement an operational plan	
Understand the principles of operational planning	
Assessment Criterion - The learner can:	
01.01	Evaluate the use of risk analysis techniques in operational planning
01.02	Explain the components of an operational plan
01.03	Analyse the relationship between strategic and operational plans
01.04	Evaluate the use of planning tools and techniques in the operational planning process
01.05	Explain how to carry out a cost-benefit analysis
Be able to develop an operational plan	
02.01	Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs)
02.02	Identify evaluation mechanisms appropriate to the plan
02.03	Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures
02.04	Develop proportionate and targeted plans to manage identified risks
02.05	Take action to ensure that plans complement and maximise synergy with other business areas
02.06	Adhere to organisational policies and procedures, legal and ethical requirements
Be able to implement an operational plan	
03.01	Implement plans within agreed budgets and timescales
03.02	Communicate the requirements of the plans to those who will be affected
03.03	Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks
Be able to evaluate the effectiveness of an operational plan	
04.01	Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources
04.02	Report on the effectiveness of operational plans in the appropriate format

Unit Specification
D/506/1939
Understand the legal context of business

iCQ

Qualification Framework :	RQF
Title :	Understand the legal context of business
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	44
Unit Credit Value :	6
SSAs :	15.2 Administration
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: D/506/1939 : Understand the legal context of business
Understand the legal framework within which businesses operate
Assessment Criterion - The learner can:

01.01	Explain the legal requirements of different types of business
01.02	Describe the roles and powers of government departments and agencies in regulating business
01.03	Explain the legal provisions relating to intellectual property

Understand the principles of business governance	
02.01	Explain the corporate governance statutory framework of a business
02.02	Explain the roles and responsibilities of an organisations governing body
02.03	Explain the financial reporting requirements of an organisation

Understand how contract law affects a business	
03.01	Explain the elements of a valid business contract
03.02	Analyse different types of contracts
03.03	Explain the difference between negligence and liability
03.04	Explain the liabilities and entitlements of sellers and purchasers of goods and services

Understand the requirements of employment law	
04.01	Describe the sources, institutions and enforcement systems for individual employment rights
04.02	Explain the features of types of worker and employment contracts for service
04.03	Explain the implications of contracts of service and contracts for service
04.04	Explain the implications of different types of employment status
04.05	Explain the requirements for an organisation for health and safety
04.06	Explain the requirements for an organisation for equality and diversity
04.07	Explain the implications for an organisation of wrongful dismissal, unfair dismissal and redundancy
04.08	Describe the impact of human rights legislation on the employment relationship

Unit Specification
F/502/9937
Principles of digital marketing and research

Qualification Framework : RQF
Title : Principles of digital marketing and research
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 50
Unit Credit Value : 7
SSAs : 15.4 Marketing and Sales
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: F/502/9937 : Principles of digital marketing and research	
Understand the role and requirements of digital marketing	
Assessment Criterion - The learner can:	
01.01	Explain the role of digital marketing within the overall marketing strategy
01.02	Explain the strengths and weaknesses of digital marketing for different marketing applications
01.03	Explain the importance of targeted digital marketing
01.04	Describe the sources of data lists for use in targeting customers and potential customers
01.05	Explain the legal requirements and implications of digital marketing
01.06	Describe the design requirements of data capture and reporting systems for digital marketing
01.07	Explain the importance of evaluating the impact of digital marketing activities
Understand the principles of search engine optimisation (SEO)	
02.01	Explain the importance of search engine optimisation
02.02	Describe how to calculate the cost-efficiency of SEO
02.03	Explain the use of Meta Tags, website codes and keywords
02.04	Explain the use of offsite SEO in optimising marketing effectiveness
02.05	Explain the design principles of response systems
02.06	Explain the advantages and disadvantages of links to other websites
Understand the principles of marketing research using the internet	
03.01	Explain the scope for customising search-related internet facilities to enable the identification and retrieval of targeted information
03.02	Explain the advantages and disadvantages of different data mining techniques
03.03	Explain how to use multiple-table relational databases
03.04	Explain how to ensure the validity and reliability of information retrieved from the internet
Understand the principles of digital marketing device and message design	
04.01	Explain the potential uses of a Customer Relationship Management (CRM) system
04.02	Explain the design requirements of a CRM system
04.03	Describe the characteristics of an effective digital marketing device
04.04	Describe the characteristics of an effective digital response system
04.05	Explain the requirements, advantages and disadvantages of different tracking systems
04.06	Explain how to overcome the barriers posed by non-interoperable technologies
Understand how to use digital technology for marketing purposes	
05.01	Explain the implications for the use of digital technology of campaigns that are aimed at retention, acquisition and conversion
05.02	Explain methods of managing digital databases including permission marketing and the application of suppressions/opt-outs
05.03	Explain the advantages and disadvantages of different digital technologies and combination of technologies for a range of marketing applications

Unit Specification
F/506/2596
Principles of leadership and management

Qualification Framework :	RQF
Title :	Principles of leadership and management
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	50
Unit Credit Value :	8
SSAs :	15.3 Business Management
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: F/506/2596 : Principles of leadership and management

Understand the principles of effective decision making	
Assessment Criterion - The learner can:	
01.01	Explain the importance of defining the objectives, scope and success criteria of the decisions to be taken
01.02	Assess the importance of analysing the potential impact of decision making
01.03	Explain the importance of obtaining sufficient valid information to enable effective decision making
01.04	Explain the importance of aligning decisions with business objectives, values and policies
01.05	Explain how to validate information used in the decision making process
01.06	Explain how to address issues that hamper the achievement of targets and quality standards

Understand leadership styles and models	
02.01	Explain the difference in the influence of managers and leaders on their teams
02.02	Evaluate the suitability and impact of different leadership styles in different contexts
02.03	Analyse theories and models of motivation and their application in the workplace

Understand the role, functions and processes of management	
03.01	Analyse a manager's responsibilities for planning, coordinating and controlling work
03.02	Explain how managers ensure that team objectives are met
03.03	Explain how a manager's role contributes to the achievement of an organisations vision, mission and objectives
03.04	Analyse theories and models of management
03.05	Explain how the application of management theories guide a manager's actions
03.06	Explain the operational constraints imposed by budgets

Understand performance measurement	
04.01	Explain the relationship between business objectives and performance measures
04.02	Explain the features of a performance measurement system
04.03	Explain how to set key performance indicators (KPIs)
04.04	Explain the tools, processes and timetable for monitoring and reporting on business performance
04.05	Explain the use of management accounts and management information systems in performance management
04.06	Explain the distinction between outcomes and outputs

Unit Specification
J/502/9938
Principles of marketing stakeholder relationships

Qualification Framework : RQF
Title : Principles of marketing stakeholder relationships
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 16
Unit Credit Value : 3
SSAs : 15.4 Marketing and Sales
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: J/502/9938 : Principles of marketing stakeholder relationships
Understand marketing stakeholder relationships
Assessment Criterion - The learner can:
01.01	Explain the basis on which the need for marketing stakeholder relationships are identified and prioritised
01.02	Explain the use of stakeholder mapping in developing ways of building relationships
01.03	Describe the nature of interest of different stakeholder groups and how this affects the nature of relationships and communications
01.04	Explain the significance of stakeholders to the achievement of the overall marketing strategy
01.05	Describe the features of the market in which stakeholders operate
01.06	Describe how to establish stakeholders attitudes to an organisation
01.07	Describe actual and potential synergies and conflicts between clients and other stakeholders
Understand how to build and manage marketing stakeholder relationships
02.01	Explain how to identify common goals and potential synergy between stakeholders and an organisation
02.02	Explain the importance of engaging stakeholders in marketing activities
02.03	Explain the basis upon which stakeholder communications plans are developed
02.04	Explain the requirements of a competitor management strategy
02.05	Explain the importance of agreeing common objectives with clients
02.06	Describe the scope of generalist and specialist personnel that can be deployed in support of building long term relationships with clients
Understand how to monitor and control marketing stakeholder relationships
03.01	Explain the use of key performance indicators and success criteria in monitoring the effectiveness of stakeholder relationships
03.02	Describe methods of monitoring the ongoing effectiveness of stakeholder relationships
03.03	Explain the importance of effective stakeholder communications and feedback system
03.04	Explain how changes in the market environment in which stakeholders operate may have an impact on relationships
03.05	Explain how to develop strategies and plans that address changing stakeholder attitudes and needs
03.06	Explain how to develop reporting systems that meet agreed success criteria
03.07	Explain the importance of reviewing the effectiveness of collaborative arrangements with stakeholders

Unit Specification
K/502/9933
Principles of market research

Qualification Framework :	RQF
Title :	Principles of market research
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	40
Unit Credit Value :	5
SSAs :	15.4 Marketing and Sales
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: K/502/9933 : Principles of market research
Understand the basis on which market research is commissioned
Assessment Criterion - The learner can:
01.01	Describe how to identify the need for market research and the sources of evidence to support this
01.02	Describe the basis for scoping the research and identifying linkages, interdependencies and the possible impact of one element on others
01.03	Explain how to set research parameters, aims and evaluation criteria
01.04	Explain the importance of involving stakeholders in the definition of research to be carried out
01.05	Explain how to evaluate different options for conducting the research
Understand how to design market research projects
02.01	Explain how to set research objectives, timescales, budget and resource requirements and success criteria
02.02	Explain how to specify the characteristics and size of the sample to be researched in accordance with the research aims and objectives
02.03	Describe the factors to be taken into account when selecting research instruments that are fit for purpose
02.04	Explain how to ensure the suitability of methods chosen to conduct research
02.05	Explain the strengths and limitations of quantitative and qualitative research
02.06	Explain how risks inherent in market research may be addressed
02.07	Explain how to ensure that research data collected is valid and reliable
02.08	Describe the uses of the research outputs
02.09	Explain how to obtain approval to the proposed research
Understand the principles of marketing data collection
03.01	Explain the difference between primary and secondary research and how this affects data collection methods and interpretation
03.02	Describe the importance of using research instruments correctly
03.03	Explain the role of data collection in a market research project
03.04	Explain how to address problems arising in data collection (eg insufficiency of representative sample, unreliable or invalid data)
03.05	Explain the importance of accurate data collection and recording
03.06	Explain marketing data storage, security and access requirements
Understand the principles of marketing data interpretation and evaluation
04.01	Explain the volume of data needed to ensure statistical confidence
04.02	Explain how to evaluate the quality, reliability and validity of market research data
04.03	Describe the use(s) of market research
04.04	Explain the application, strengths and weaknesses of different data analysis methods
04.05	Explain the use of statistical tools to identify trends, causes and correlations in marketing data
04.06	Explain the strengths and weaknesses of different data evaluation methods
04.07	Explain the basis on which to reach conclusions as to the usefulness of the research

Unit Specification
R/503/9324
Principles of Social Media within a Business

iCQ

Qualification Framework :	RQF
Title :	Principles of Social Media within a Business
Unit Level :	Level 3
Unit Sub Level :	None
Guided Learning Hours :	42
Unit Credit Value :	6
SSAs :	15.3 Business Management
Unit Grading Structure :	Pass
Assessment Guidance :	Please refer to the Online iCQ Assessment Guidance.

Unit: R/503/9324 : Principles of Social Media within a Business
Understand how Social Media fits into the objectives and marketing of a business
Assessment Criterion - The learner can:
01.01	Describe a business and its type, vision, aims, objectives and goals
01.02	Identify the brand and values of a business and how these are portrayed to theaudience of a business
01.03	Describe the marketing tools available to a business
01.04	Explain the consequences of using Social Media on the budget of different sizes and types of business
01.05	Explain the benefits and consequences of encouraging amplification
01.06	Explain the benefits and consequences of encouraging engagement
01.07	Explain the factors to consider when identifying a Social Media plan for a business
01.08	Explain how Social Media could fit into the marketing plan of a business
Understand how to select Social Media tools and channels for a business
02.01	Describe the different tools and channels that can be used for Social Media
02.02	Describe the features and benefits of the different tools and channels that can be used for Social Media
02.03	Identify the potential type of audience for each different tool and channel that can be used for Social Media
02.04	Explain the factors to consider when selecting different tools and channels for Social Media
02.05	Evaluate different tools andchannels for Social Media forbusiness use
Understand how to measure the success of using social media tools and channels
03.01	Explain the importance of measuring the outcomes of using different Social Media tools and channels
03.02	Explain why SMARTER targets should be set for different Social Media tools and channels
03.03	Describe the methodsa business can use to measure and identify success ofdifferent Social Media tools and channels
03.04	Describe what success could look like when using different Social Media tools and channels
Understand how social media policy and guidelines can impact a business
04.01	Describe the components of a businesss social media policy and guidelines
04.02	Explain the importance of having a social media policy and guidelines
04.03	Explain the importance of having a reputation management policy
04.04	Describe the benefits of managing perception changes in a businesss reputation
04.05	Describe how to manage perception changes in a businesss reputation
Be able to monitor how a business is using Social Media
05.01	Explain the importance of knowing how similar businesses or industries are using Social Media
05.02	Explain how to monitor the ways similar businesses or industries are using Social Media
05.03	Monitor how a business is using Social Media
05.04	Identify improvements to a businesss use of Social Media

Unit Specification
T/502/9935
Principles of marketing and evaluation

Qualification Framework : RQF
Title : Principles of marketing and evaluation
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 50
Unit Credit Value : 7
SSAs : 15.4 Marketing and Sales
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: T/502/9935 : Principles of marketing and evaluation	
Understand the principles of market segmentation	
Assessment Criterion - The learner can:	
01.01	Explain the importance of defining market segments to the development and achievement of the marketing strategy
01.02	Explain the difference between market segments and customer classification
01.03	Explain how the characteristics, motivations and behaviours of potential target customers are identified
01.04	Explain how to cluster customers with similar characteristics
01.05	Describe how to confirm that proposed segments are real, distinctive, viable and their buying power measurable
01.06	Explain how to evaluate the profitability and stability of market segments
01.07	Describe how a range of products may appeal to different market segments
01.08	Explain the motivators and inhibitors that influence customer behaviour
01.09	Explain the use of Customer Relationship Management
Understand how to assess market opportunities for new products and/or services	
02.01	Describe the economic and buyer behavioural factors to be taken into account when assessing new market opportunities
02.02	Describe the cultural factors that are likely to affect customers perception of products and/or services and sales performance
02.03	Explain how to identify opportunities and threats in new markets and for new products in existing markets
02.04	Explain how competitor and potential competitor activity may affect projected sales performance
02.05	Explain the basis of recommendations to exploit new market opportunities
Understand the principles of marketing strategy development	
03.01	Describe the topics to be addressed in a marketing strategy
03.02	Explain the use of market analyses to inform the development of a marketing strategy
03.03	Explain how to evaluate risks to the achievement of objectives
03.04	Describe how to forecast sales by product and/or service
03.05	Explain how to present a marketing strategy including aims, objectives, actions, accountabilities, resources, budgets and forecasts
03.06	Explain the importance of engaging stakeholders in the development of a marketing strategy
03.07	Explain the significance of customer loyalty to the achievement of marketing objectives and strategy
03.08	Explain how to set performance indicators and evaluation arrangements that are capable of measuring returns on investment
Understand how to evaluate the effectiveness of a marketing strategy	
04.01	Explain the importance of conducting the evaluation in accordance with the specification
04.02	Describe the factors to be taken into account in the evaluation of the effectiveness of a marketing strategy
04.03	Explain the strengths and weaknesses of different evaluation methods
04.04	Describe how to identify trends and themes from evaluation data
04.05	Explain how to ensure the reliability and validity of evaluation data
04.06	Explain how to achieve an acceptable level of statistical confidence
04.07	Explain how to address critical issues revealed by evaluation
04.08	Explain the importance of justifying recommendations and conclusions with evidence
04.09	Explain the use of impact analysis in the evaluation process
04.10	Explain the importance of marketing to the achievement of business objectives and strategies
04.11	Describe the links between corporate social responsibility and marketing strategies

Unit Specification
Y/506/2152
Understand the customer service environment

Qualification Framework : RQF
Title : Understand the customer service environment
Unit Level : Level 3
Unit Sub Level : None
Guided Learning Hours : 40
Unit Credit Value : 5
SSAs : 15.2 Administration
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance.

Unit: Y/506/2152 : Understand the customer service environment
Understand the concepts and practices underpinning customer service delivery
Assessment Criterion - The learner can:
01.01	Explain the value of customer service as a competitive tool
01.02	Explain the process of mapping the customer journey and its importance in delivering effective customer service
01.03	Describe techniques used to identify service failures
01.04	Explain the concept and importance of the service profit chain
01.05	Describe methods of measuring organisational effectiveness in the delivery of customer service
Understand the relationship between customer service and a brand
02.01	Explain the importance of a brand to customers and to an organisation
02.02	Explain how branding can influence customers perception of an organisation and its products and/or services
02.03	Explain the potential impact of good and poor customer service on a brand
Understand the structure of customer service
03.01	Explain the features of different customer service models and customer service standards
03.02	Explain the relationship between customer service and operational areas of an organisation
03.03	Explain the relationship between customer service and continuous improvement processes
03.04	Explain the costs and benefits of customer service to an organisation
03.05	Explain the impact of organisational values on how customers create their expectations
03.06	Explain how organisational values impact on meeting customer expectations
Understand the implications of legislation on customer service delivery
04.01	Explain the implications of consumer-related legislation on customer service delivery
04.02	Explain the implications of confidentiality and data protection legislation for the collection, storage and use of customer information

Qualification Specification
601/3705/8
iCQ Level 3 Diploma in Business
Administration (RQF)

Barred Units

Barred Unit	Unit
Description Source Unit	Target Units
Evaluate the provision of business travel or accommodation (J/506/1918)	Organise business travel or accommodation (D/506/1875)
Participate in a project (F/506/1934)	Manage a project (R/506/1999)