

ATHE Level 4 Diploma in Business and Management

Introduction

The ATHE Level 4 Diploma in Business and Management is a 60-credit qualification. Learners must complete the Two mandatory and Two optional units totalling 60 credits.

Unit Name	Level	Credit	Mandatory
The Business Environment	4	15	Yes
People in Organisations	4	15	Yes
Communication Skills for Business	4	15	No
Resource Management	4	15	No
The Marketing Mix	4	15	No
Corporate Social Responsibility	4	15	No
Managing a Work Based Team Project	4	15	No
Entrepreneurship	4	15	No
Customer Relationship Management	4	15	No
Administrative Services	4	15	No
Financial and Management Accounting Techniques for Managers	4	15	No
Managing Information and Knowledge	4	15	No
Managing Operations	4	15	No
Managing Quality	4	15	No
Digital Communications	4	15	No

Entry Requirements

- 18 years and above
- A GCE Advanced level profile with achievement in 2 or more subjects supported by 5 or more GCSEs at grades C and above Other related level 2 subjects
- Other related level 3 subjects such as ATHE level 3 Diplomas
- An Access to Higher Education Certificate delivered by an approved further education institute and validated by an Access Validating Agency
- Other equivalent international qualifications

English Language Requirements

For those whom English is not their first language we recommend the following standards of proficiency in English language skills or an approved equivalent for this qualification:

- IELTS 5.5
- Common European Framework of Reference (CEFR) B2

- Cambridge English Advanced (CAE) 162 or above
- Pearson Test of English (PTE) Academic 42-49

Deliver Mode

Distance Learning

Qualification Structure

The Total Guided Learning Hours (GLH) is 240

The Total Credit value is 60

Unit Name	Credit	GLH
The Business Environment	15	60
People in Organisations	15	60
Communication Skills for Business	15	60
Resource Management	15	60
The Marketing Mix	15	60
Corporate Social Responsibility	15	60
Managing a Work Based Team Project	15	60
Entrepreneurship	15	60
Customer Relationship Management	15	60
Administrative Services	15	60
Financial and Management Accounting Techniques for Managers	15	60
Managing Information and Knowledge	15	60
Managing Operations	15	60
Managing Quality	15	60
Digital Communications	15	60

Assessment Strategy

Guidance on Assessment For all ATHE qualifications assessment is completed through the submission of internally assessed student work. To achieve a pass for a unit, a learner must have successfully achieved all the assessment criteria for that unit. There is no external assessment (i.e. exams) attached to any unit; nor is there any dissertation requirement. The assignment for each module will be designed in line with the sample assignment provided by ATHE. The assignments will be submitted to ATHE for approval before delivery of the programme.

The assessor will judge the grade for the work submitted on the basis of whether the Learning Outcome (LO) has been met at the standard, specified for the pass, merit or distinction grade for that LO. In making their judgements assessors will continue to check whether the command verbs stated in the Assessment Criteria

(AC) have been delivered. There is no requirement for learners to produce the additional work required for the higher grades and the tutor may advise the learner to work to the pass standard, where this is appropriate. The assessors will record their judgements on the ATHE template, stating what grade the learner has achieved and providing evidence for the judgements. An internal verification process will be used to assess validity of the assessors' judgements. The internal verifier will also use the ATHE IV template and the feedback to the assessor shows whether the assessor has made valid judgements for all the learner work, including any extension activities which have been completed. All learner work will be retained for a minimum of 4 years after certification has taken place.

Some examples of SEG International College's assessment strategies are:

- A research activity resulting in the compilation of a report
- An academic paper or article for publication
- Compilation of a case study
- A critical review and evaluation of a chosen company's policies, procedures and systems
- A set project completed for an employer (also known as an 'employer-engagement' activity)
- Production of a portfolio of evidence relating to a particular unit.

This list is by no means exhaustive but gives examples of some creative assessment methods that could be adopted.

Qualification Grading Structure

Assessment will be completed on the basis of achievement of the Learning Outcome at the standards set by the Assessment Criteria in each unit and the learner can achieve a pass, merit or distinction. The units are equally weighted. As well as receiving a grade for each individual unit, learners will receive an overall grade for the qualification. The calculation of the overall qualification grade is based on the student's performance in all units and the points gained from all credits required for the Diploma. The learner must have attempted the valid combination of units.

The formula for establishing the overall grade is as follows.

Points for each 15-credit unit achieved are:

- Pass (achieves Learning Outcomes at the standards stated in pass assessment criteria) – 40 points
- Merit (achieves Learning Outcomes at the standards stated in pass and all merit assessment criteria) – 53 points
- Distinction (achieves Learning Outcomes at the standards stated in pass, all merit and all distinction Assessment Criteria) – 66 points

Level 4 Diploma in Business and Management (60 credits)

- Pass 160 - 198
- Merit 199 - 250
- Distinction 251+

Unit Specifications

The Business Environment			
Unit Aims	This unit will develop learners' understanding of the national and global business environment and the internal and external circumstances in which different organisations operate.		
Unit Level	4		
Unit code	M/617/1145		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessor Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners must use exemplars to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards.		
Learning Outcomes. The Learner will:	Assessment Criteria The learner can:		
	Pass	Merit	Distinction
1. Understand types of organisations and their purposes	1.1 Explain the different types of organisations 1.2 Discuss the purposes of different types of organisation 1.3 Analyse the responsibilities of organisations	1M1 Assess the extent to which a specific organisation meets its stated purposes	
2. Understand the structure of organisations	2.1 Evaluate the different types of structures found within organisations 2.2 Explain the functions of different departments in organisational structures and their inter relationships 2.3 Evaluate the influences of globalisation on organisational structures.		2D1 Critically assess the structure of a named organisation, identifying areas for development
3. Understand the impact of the market environment on organisations	3.1 Analyse the impact of supply and demand on the prices of goods and services in markets 3.2 Analyse possible planned interventions in the marketplace and their impact on organisations	3M1 Assess the response of a named organisation to changes in its market	

<p>4. Understand the nature of the national environment in which organisations operate</p>	<p>4.1 Explain the importance of national entrepreneurship strategy</p> <p>4.2 Explain the role of monetary and fiscal policy and the possible impact on organisations and their activities</p> <p>4.3 Evaluate the impact of competition policy and other regulatory mechanisms on the activities of a selected organisation</p>		<p>4D1 Compare and contrast the benefits and challenges to a specific business operating in different economic environments</p>
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People in Organisations			
Unit Aims	This unit aims to develop knowledge and understanding of those aspects of organisations that concern and support people. This includes communication practices, teamwork, remote working and other organisational structures. Using this knowledge and understanding, learners will be able to review the impact of workplace practices on people.		
Unit Level	4		
Unit code	L/617/1153		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners should use exemplar material to illustrate their work and demonstrate the understanding required by the LOs.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	Pass	Merit	Distinction
1. Understand communication practices within organisations	1.1 Analyse the benefits of effective communication to organisations 1.2 Analyse policies and procedures that are used to enhance communication within organisations 1.3 Explain legislation relevant to communication within organisations 1.4 Evaluate how the organisational structure impacts on the communication methods used	1M1 Analyse the impact of new technologies on organisations' communications systems and practices	
2. Understand effective teamwork	2.1 Assess the benefits of team working to individuals and organisations 2.2 Analyse why teams might fail to meet their objectives	2M1 Evaluate the impact of leadership styles on teamwork	2D1 Analyse the application and effectiveness of teamwork in a given organisation
3. Understand the issues associated with remote working	3.1 Explain the implications of the different ways in which people work remotely 3.2 Evaluate common working practices		

	<p>used by those working remotely in different contexts</p> <p>3.3 Analyse the leadership styles suitable for remote working</p>		
<p>4. Understand how organisations monitor and support people in the workplace</p>	<p>4.1 Explain how HR departments can provide support and monitor people within the workplace</p> <p>4.2 Assess policies and procedures designed to support and monitor people in the workplace</p>		<p>4D1 Evaluate the impact of legislation on employee relations management in different organisational contexts</p>

Financial and Management Accounting Techniques for Managers

Unit Aims	To develop knowledge and understanding of fundamental financial and management accounting techniques used by managers in organisations and to enable learners to apply these techniques.		
Unit Level	4		
Unit code	H/617/1143		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Some learning outcomes in this unit start with 'Be able to' and they require the learner to do what is stated.		
Learning Outcomes. The Learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand financial and management accounting systems	1.1 Compare management and financial accounting systems 1.2 Analyse financial and management techniques used for recording financial information 1.3 Evaluate the usefulness of financial and management accounting statements to stakeholders	1M1 Evaluate the benefits of financial and management accounting systems for a specific business organisation	1D1 Evaluate how a specific business organisation integrates financial and management accounting systems into their organisational processes
2. Be able to assess business organisation performance	2.1 Analyse components of working capital 2.2 Explain how business organisations can effectively manage working capital 2.3 Use ratios to measure the performance of a business organisation	2M1 Evaluate the usefulness of ratio analysis when assessing organisational performance	

<p>3. Be able to apply management accounting techniques</p>	<p>3.1 Use budget and actual figures to calculate and interpret variances. 3.2 Evaluate the use of different costing methods for pricing purposes 3.3 Use capital investment appraisal techniques to evaluate a specific business decision</p>		<p>3D1 Evaluate the benefits of management accounting techniques in supporting financial decision making to ensure long term financial stability</p>
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Communication Skills for Business			
Unit Aims	This unit aims to develop knowledge and understanding of the communication practices within organisations and learners are introduced to the different modes and channels of communication used in organisations. In addition, learners will be able to develop their communication skills. Learners will also apply their own communication skills to typical organisational requirements.		
Unit Level	4		
Unit code	J/617/1149		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Assessors should also note that LOs 4 and 5 require learners to demonstrate that they are able to do what is stated in the LO and this cannot be achieved by purely theoretical work.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand how internal communication takes place within organisations	1.1 Explain the process of communication within organisations 1.2 Assess the appropriate use of different internal modes of communication for different purposes 1.3 Analyse barriers to effective communication within organisations	1M1 Analyse possible legal and ethical issues in relation to the communication of information within organisations	
2. Understand how organisations communicate with customers	2.1 Evaluate formal communication systems used by organisations to communicate with customers 2.2 Analyse the effectiveness of using social media to communicate with customers 2.3 Assess the images organisations portray through their communications		

<p>3. Understand the factors that impact on the effectiveness of communications in business</p>	<p>3.1 Analyse the impact of relationships found in organisations on effective communications</p> <p>3.2 Assess the impact of nonverbal communication on the effectiveness of oral communications</p> <p>3.3 Assess the impact of technology on oral and written communication</p> <p>3.4 Review the use of conventions in written communications</p>	<p>3M1 Evaluate the effectiveness of a range of communications (verbal and nonverbal) in contributing to the success of a specified organisation</p>	
<p>4. Be able to present oral information effectively</p>	<p>4.1 Design an oral presentation for a specified audience</p> <p>4.2 Present complex information orally using technology</p> <p>4.3 Assess effectiveness of own communication</p>		<p>4D1 Adapt and use own oral communication for different specified audiences and purposes</p>
<p>5. Be able to communicate effectively in writing</p>	<p>5.1 Communicate complex information for specific purposes</p> <p>5.2 Document a meeting</p> <p>5.3 Use charts and graphs to convey quantitative data</p> <p>5.4 Review own written communication</p>		<p>5D1 Adapt and use own written communication for different audiences and purposes</p>

Resource Management			
Unit Aims	The aim of this unit is to provide an overview of the human and physical resources needed in a range of organisations, including those in the primary, service and manufacturing sectors. The unit develops an understanding of the impact of efficiency on organisations. Learners will use this knowledge and understanding to review the effective use of resources within an organisation.		
Unit Level	4		
Unit code	J/617/1152		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners should use exemplar material to illustrate their work. This is particularly the case where AC refer to an organisation.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand the key features of resource management	1.1 Analyse the differing resource requirements of organisations in different sectors of the economy 1.2 Explain the importance of resource management and how this is achieved		1D1 Evaluate internal and external factors which impact on resource management
2. Understand the importance of the effective use of physical resources	2.1 Evaluate how the use of physical resources is monitored and managed 2.2 Evaluate the measures to reduce the impact of resource wastage 2.3 Assess the costs of high-profile technological failures 2.4 Assess the business case for the use of ethical and sustainable resources	2M1 Evaluate recent cases of resource wastage and how waste could be used as a resource, using examples	

<p>3. Understand how to use human resources effectively</p>	<p>3.1 Assess the need for human resource planning in the workplace 3.2 Evaluate the methods used to monitor employee performance 3.3 Assess the effectiveness of reward systems in different contexts</p>		<p>3D1 Evaluate the impact of employee engagement in an organisation</p>
<p>4. Understand how to review the effective use of resources</p>	<p>4.1 Explain the data needed to review and make judgements on employee performance 4.2 Explain the data needed to review and make judgements on the utilisation of physical resources</p>	<p>4M1 Evaluate how resource management practices have contributed to business success or failure, using examples.</p>	

The Marketing Mix			
Unit Aims	To develop a comprehensive understanding of the marketing mix and the roles of the seven aspects of the marketing mix to businesses.		
Unit Level	4		
Unit code	R/617/1249		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners will need to use exemplar material to demonstrate achievement of the standards.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand the role of the product or service in the marketing mix	1.1 Analyse how the features and benefits of a product or service are used in the marketing mix Describe the use of the marketing mix at 1.2 each stage of the Product Life Cycle	1M1 Analyse how a business can create lifetime value to a customer by using the Customer Life Cycle	1D1 Evaluate the role of the product or service in the marketing mix of a chosen organisation
2. Understand the role of price in the marketing mix	2.1 Analyse the use of pricing to reflect the perceived value of the benefits of a product to the buyer Analyse the use of pricing to offset the 2.2 costs of product manufacturing and/or service delivery	2M1 Analyse the effects of adjusting the price of a product or service	2D1 Evaluate the role of price in the marketing mix of a chosen organisation

<p>3. Understand the role of place in the marketing mix</p>	<p>3.1 Analyse the role of direct and indirect distribution channels to move products and services from the provider to the buyer Analyse the use of intensive distribution, 3.2 selective distribution and exclusive distribution in the market coverage of products and services</p>	<p>3M1 Assess the advantages of using a direct marketing channel</p>	<p>3D1 Evaluate the role of place in the marketing mix of a chosen organisation</p>
<p>4. Understand the role of promotion in the marketing mix</p>	<p>4.1 Analyse the aims of promotion in the marketing mix Explain how the 4.2 success of a promotional campaign is measured</p>	<p>4M1 Explain how promotional activities are regulated</p>	<p>4D1 Evaluate the role of promotion in the marketing mix of a chosen organisation</p>
<p>5. Understand the role of process in the marketing mix</p>	<p>5.1 Explain the role of marketing processes which take place with the customer present Explain the role of 5.2 marketing processes which take place before and after the customer interface Analyse how the role of process in the marketing mix leads 5.3 to customer focus</p>		<p>5D1 Evaluate the role of process in the marketing mix of a chosen organisation</p>

<p>6. Understand the role of people in the marketing mix</p>	<p>6.1 Analyse the importance of recruiting the right people to become customer facing staff in businesses Analyse</p> <p>6.2 the importance to businesses of training customer-facing and noncustomer-facing staff</p>	<p>6M1 Evaluate the use of Customer Relationship Management in businesses</p>	<p>6D1 Evaluate the role of people in the marketing mix of a chosen organisation</p>
<p>7. Understand the role of physical evidence in the marketing mix</p>	<p>7.1 Analyse the role of physical evidence in the marketing mix</p>		<p>7D1 Evaluate the role of physical evidence in the marketing mix of a chosen organisation</p>

Corporate Social Responsibility

Unit Aims	To develop an understanding of Corporate Social Responsibility (CSR) issues and impacts of CSR policy. Learners will be able to use their knowledge and understanding to make recommendations for responsible business practice.		
Unit Level	4		
Unit code	L/617/1248		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Some criteria require application of the knowledge and understanding to a specified organisation.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand current corporate social responsibility issues facing business	1.1 Analyse the regulatory framework for CSR 1.2 Analyse environmental issues in CSR 1.3 Analyse social and community issues in CSR	1M1 Assess changing attitudes to CSR	1D1 Evaluate the success of a chosen organisation in managing CSR issues
2. Understand the impact of corporate social responsibility policy on different stakeholders.	2.1 Assess the benefits of CSR to employees 2.2 Analyse the impact of CSR on the supply chain 2.3 Explain how a CSR policy impacts on the Senior Management Team and business performance	2M1 Assess the potential conflicts which may arise between the needs and expectations of different stakeholders	

<p>3. Be able to make recommendations for responsible business practice.</p>	<p>3.1 Review the CSR policy of a specific business</p> <p>3.2 Recommend changes to CSR policy to benefit different stakeholders</p> <p>3.3 Assess the potential impact of changes in CSR on business performance</p>		<p>3D1 Assess the extent of voluntarism in CSR policy</p>
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Managing a Work-Based Team Project			
Unit Aims	This unit aims to develop project management skills for a work-based team project by implementing the different stages of project development, implementation and review.		
Unit Level	4		
Unit code	D/617/1156		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass – Merit - Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners will be required to develop a proposal for a work-based team project, plan the project, implement the plan and evaluate the project. Assessors should note that all of the LOs in this unit require the learner to do what is stated, so this unit cannot be approached from a theoretical standpoint.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Be able to develop a proposal for a work-based team project	1.1 Identify the objectives of the project 1.2 Identify the scope of the project 1.3 Propose ways of monitoring and evaluating the project		1D1 Evaluate the benefits of the project to the organisation
2. Be able to plan the work-based team project	2.1 Propose project management methodology 2.2 Plan the activities for the project and allocate roles and responsibilities to individual team members 2.3 Plan key milestones for the project 2.5 Analyse the resources required to undertake the project 2.6 Carry out a risk assessment for the project		2D1 Explain the quality assurance requirements of the project and justify the management control points needed
3. Be able to implement the plan for a work-based team project	3.1 Carry out the plan, logging activities 3.2 Manage risks and issues identified during the project, noting decisions taken	3M1 Manage the quality control requirements of the project and document the outcomes	

4. Be able to evaluate the process and outcomes of the project	4.1 Analyse feedback gathered from stakeholders about the project 4.2 Evaluate performance of the project against the objectives and quality requirements	4M1 Evaluate own and team members' performance within the project	
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Entrepreneurship			
Unit aims	To provide the learner with an understanding of entrepreneurship in business, the skills and qualities needed by a successful entrepreneur and the roles an entrepreneur plays in starting and developing businesses. The learner will develop skills in evaluating possible new business ventures and will be able to prepare for a new business venture.		
Unit level	4		
Unit code	H/617/1157		
GLH	15		
Credit value	60		
Unit grading structure	Pass - Merit - Distinction		
Assessment guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria, using relevant examples to illustrate their work. In order to achieve LO3 and LO4 learners are required to provide evidence to show that they are able to do what is stated in the learning outcomes.		
Learning outcomes The learner will:	Assessment criteria The earner can:		
	Pass	Merit	Distinction
1. Understand entrepreneurship in business	1.1 Analyse the entrepreneurial lifecycle 1.2 Evaluate how entrepreneurship is encouraged and supported in different countries	1M1 Analyse the impact of entrepreneurship on the economy	
2. Understand the skills and qualities of a successful entrepreneur	2.1 Analyse the different types of entrepreneurs 2.2 Analyse the combination of personal skills and qualities in entrepreneurs which distinguish them from other managers in organisations		
3. Be able to evaluate the viability of a new entrepreneurial idea.	3.1 Propose and justify a range of new entrepreneurial ideas for further development 3.2 Assess the application of a model/theory of innovation for new business opportunities		3D1 Justify the recommendation to develop a workable new business venture
4. Be able to prepare for a new business venture.	4.1 Analyse the component parts of an effective business start-up plan	4M1 Analyse brand development and promotion aspects of launching an effective new business venture	4D1 Develop a start-up plan for a chosen new business venture

Customer Relationship Management

Unit Aims	Learners will be able to develop knowledge and understanding of the scope and importance of Customer Relationship Management (CRM) and to explore how effective CRM is achieved.		
Unit Level	4		
Unit code	F/617/1151		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners will be required to carry out research into customer relationship management and for LO4, produce a plan for a specific organisation.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand the importance of customer relationship management to business	1.1 Explain the key features of customer relationship management 1.2 Analyse the benefits of good customer relationship management to business 1.3 Analyse the impact of quality management systems on customer relationship management	1M1 Evaluate the methods used to measure customer satisfaction	
2. Understand how good customer relationship management is achieved	2.1 Evaluate the processes necessary for achieving effective customer relationship management 2.2 Assess the role of internal staff in achieving effective customer relations experiences 2.3 Assess the role of external stakeholders in achieving effective customer relations		2D1 Analyse the impact of employee engagement on customer relations experiences

<p>3. Understand the use of loyalty schemes in customer relationship management</p>	<p>3.1 Analyse the use of loyalty schemes to gain information about customers 3.2 Explain how the information gained is used to inform business decision making</p>		<p>3D1 Evaluate methods used to segment customers as part of a customer relationship management process, in a specific organisation</p>
<p>4. Be able to plan improvements to customer relationship management in a chosen organisation</p>	<p>4.1 Review customer relationship management in an organisation 4.2 Propose improvements to processes for customer relationship management 4.3 Propose improvements to the role of staff in promoting good customer relationships 4.4 Produce a plan for the implementation of improvements</p>	<p>4M1 Gain feedback on your plan and make amendments</p>	

Administrative Services			
Unit Aims	Learners will be able to develop knowledge and understanding of the range of administrative services that might be offered to managers or departments within organisations. Learners will also be able to develop skills needed for effective administration in organisations.		
Unit Level	4		
Unit code	A/617/1147		
GLH	60		
Credit Value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners will research the range of administrative services and demonstrate administrative skills. Tutors should note that in order to achieve the LOs at the standards provided, learners will need to refer to a range of exemplar material, use organisational systems and support actual meetings and events. Aspects of this unit cannot be achieved from a theoretical perspective.		
Learning Outcomes The learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand the range and diversity of administrative services and their context	1.1 Explain the different administrative services that may be offered in organisations 1.2 Analyse the skills required to deliver effective administrative services 1.3 Explain the legal requirements relevant to administrative services		1D1 Explain the challenges of providing administrative services in organisations and propose solutions to the challenges presented
2. Understand how to create and use organisational systems	2.1 Evaluate the different types of filing systems 2.2 Set up a filing system 2.3 Set up a stock control system 2.4 Analyse the importance of keeping accurate	2M1 Review the operation of an organisational system and propose ideas for its improvement	

	records		
3. Be able to support meetings and events	<p>3.1 Produce documentation for meetings</p> <p>3.2 Analyse policies and procedures for setting up meetings and events</p>	3M1 Review and propose improvements to policies and procedures for meetings in a specific organisation	3D1 Produce a plan for a stated event to ensure its operational feasibility
4. Understand the importance of effective communications in providing administrative services in the workplace	<p>4.1 Analyse the need for effective communication in the provision of administrative services to meet business objectives</p> <p>4.2 Evaluate the suitability of different communication methods in the provision of effective administrative services in the workplace</p>		

Managing Information and Knowledge			
Unit aims	To provide the learner with an understanding of the key concepts of managing information and knowledge in a business setting.		
Unit level	4		
Unit code	A/617/1228		
GLH	60		
Credit value	15		
Unit grading structure	Pass		
Assessment guidance	In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners should provide examples to illustrate the points which are made and demonstrate the understanding required by the LOs.		
Learning outcomes The learner will:	Assessment criteria The learner can:		
	P	M	D
1. Understand the management of information and knowledge in the workplace.	1.1 Analyse ways to share information and knowledge in the workplace 1.2 Analyse ways to look after information and knowledge in the workplace		1D1 Differentiate between information management and knowledge management in the workplace
2. Understand the sources of information and knowledge for the workplace.	2.1 Describe sources of information for the workplace 2.2 Describe sources of knowledge for the workplace	2M1 Evaluate the advantages and limitations of sources of information for the workplace 2M2 Evaluate the advantages and limitations of sources of knowledge for the workplace	
3. Understand the importance of using current, valid and reliable information and knowledge in the workplace.	3.1 Explain the need for current, valid and reliable information and knowledge in the workplace 3.2 Describe how information and knowledge can be tested and validated in the workplace before use		3D1 Evaluate the advantages and limitations of a range of methods of testing and validating information and knowledge in the workplace

<p>4. Understand information legislation and best practice for managing workplace information.</p>	<p>4.1 Analyse in-house policies, procedures and best practice principles applicable to the creation or collection, sharing and looking after of information in the workplace</p> <p>4.2 Describe key legislation applicable to the creation or collection, sharing and looking after of information in the workplace</p>		
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Managing Operations			
Unit aims	Learners will have the opportunity to gain an understanding of the role and importance of operations management in organisations. They will assess the importance of an efficient and effective production process for goods and services.		
Unit level	4		
Unit code	R/617/1218		
GLH	60		
Credit value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	The work must demonstrate that learners have achieved the learning outcomes at the standards stated by each of the assessment criteria. Learners must use exemplars to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards and learners may need guidance with the choices made.		
Learning Outcomes. The Learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand operations management	1.1 Analyse why effective operations management is important for organisations 1.2 Discuss techniques for planning business operations 1.3 Evaluate approaches to operations management and the role managers play		
2. Understand the relationship between operations and performance	2.1 Discuss the process model and performance objectives used in managing operations 2.2 Evaluate the issue of quality for business operations	2M1 Assess the significance of the performance objectives that underpin operations management	2D1 Evaluate, by using a process model, how a specific organisation manages its operations

<p>3. Understand techniques to make operational management decisions</p>	<p>3.1 Discuss techniques that a specific organisation uses when making operational management decisions</p> <p>3.2 Discuss operational outcomes for a specific organisation to facilitate operational management decisions</p> <p>3.3 Assess the usefulness of network plans for a specific organisation, when making operational management decisions</p>	<p>3M1 Analyse how to review the implementation of operations management in a specific organisation</p>	<p>3D1 Justify the use of critical path analysis for a specific organisation when making operational management decisions</p>
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Managing Quality			
Unit aims	Learners will gain an understanding of the concepts of quality, quality control, quality assurance and quality management. They will review this in the context of an organisation considering how to apply principles of quality management.		
Unit level	4		
Unit code	Y/617/1155		
GLH	60		
Credit value	15		
Unit Grading Structure	Pass-Merit-Distinction		
Assessment Guidance	The work must demonstrate that learners have achieved the learning outcomes at the standards stated by each of the assessment criteria. Learners must use exemplars to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards		
Learning Outcomes. The Learner will:	Assessment Criteria The learner can:		
	P	M	D
1. Understand approaches to quality management in organisations	1.1 Evaluate theories of quality management used by organisations 1.2 Compare the effectiveness of approaches to quality management used by different organisations 1.3 Discuss the need for continuous improvement in organisations		1D1 Evaluate the impact of external factors on quality management in organisations
2. Investigate the importance of quality control and quality assurance systems to organisations	2.1 Differentiate between quality control and quality assurance 2.2 Discuss how a specific organisation uses quality control systems	2M1 Evaluate the impact on organisations of failing to maintain and improve quality	2D1 Review systems and suggest modifications that could improve quality in a given organisation

<p>3. Understand the impact of organisational performance and culture on quality management</p>	<p>3.1 Assess the role of self-assessment in determining an organisation's current performance</p> <p>3.2 Analyse the impact of organisational culture on quality management</p> <p>3.3 Discuss how organisational culture may be changed to ensure effective quality management</p>	<p>3M1 Evaluate the need for staff consultation when implementing a quality management system and describe the consultation processes that could be used.</p>	
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Digital Communications			
Unit aims	This unit aims to develop knowledge and understanding of digital communications technology. It examines a range of concepts that explore digital communications and the impact they have on organisations and society.		
Unit level	4		
Unit code	D/617/1139		
GLH	60		
Credit value	15		
Unit grading structure	Pass, Merit and Distinction		
Assessment guidance	<p>In order to achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners will be expected to research new and emerging trends in digital communications technologies providing examples to illustrate the points made. In addition, learners will explore the impact that digital technologies have on society and within the workplace. Issues such as accessibility, security and portability will also be addressed. Learners will be required to have a knowledge and understanding of blogging software, digital content and social networking.</p>		
Learning outcomes The learner will:	Assessment criteria The learner can:		
	Pass	Merit	Distinction
1. Understand a range of digital communications technologies	1.1 Explain the differences between analog and digital communications 1.2 Evaluate new and emerging trends in digital communications technologies	1M1 Evaluate the use of digital communications technologies in a named organisation	
2. Understand the impact of digital Communications within different environments	2.1 Explain how digital communications have impacted on communications procedures within the workplace 2.2 Analyse the societal impact of digital communications tools 2.3 Discuss the impact of digital communications technology on oral and written communications		2D1 Analyse end user opinions on the impact of digital communications on their job roles and the working environment

<p>3. Understand issues of accessibility, security and portability in digital communications</p>	<p>3.1 Assess the barriers that exist in terms of accessibility to digital communications</p> <p>3.2 Discuss how individuals and organisations can protect themselves against digital communications security threats</p> <p>3.3 Assess the importance of portability as a factor of digital communications growth</p>		<p>3D1 Analyse issues with a breach of digital security in a named organisation and the action taken</p>
<p>4. Understand blogging, digital content management and social networking platforms</p>	<p>4.1 Explain the use of blogging software</p> <p>4.2 Discuss the features of content management</p> <p>4.3 Outline the benefits and drawbacks of using social networking platforms</p>	<p>4M1 Evaluate the design of a blog and identify how it could be improved</p>	