

Organisational Strategy

QCF Units of Assessment

Final NVQ Units

April 2010

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Title	Make arrangements or develop relationships which promote partnership working	
Level	6	
Credit Value	6	
GLH	30	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Understand the role and purpose of corporate policies when making arrangements or relationships	1.1 Identify and evaluate corporate policies for making arrangements or relationships for an organisation 1.2 Explain the purpose of corporate policies for making arrangements or relationships for an organisation	
2. Understand the different types of arrangements or relationships which can promote corporate interests	2.1 Evaluate different types of arrangements or relationships which can promote corporate interests	
3. Know how to negotiate arrangements or relationships with a third party	3.1 Evaluate different methods for negotiating arrangements or relationships	
4. Understand the purpose of job responsibilities and limits of authority	4.1 Explain the purpose of job responsibilities when making arrangements or relationships 4.2 Explain the purpose of limits on own authority when making arrangements or relationships	
5. Understand how to identify the benefits and disadvantages of arrangements and relationships	5.1 Explain how to identify the benefits and disadvantages of arrangements and relationships	
6. Understand the role of legal and regulatory requirements and of ethical considerations when making arrangements and relationships	6.1 Identify the legal and regulatory requirements, and ethical responsibilities for an organisation when making arrangements and relationships 6.2 Describe the consequences of non-compliance with legal and regulatory requirements for an organisation when making arrangements and relationships	
7. Be able to help to establish arrangements or relationships	7.1 Confirm the corporate policies to be used for arrangements or	

<p>which further corporate interests</p>	<p>relationships with third parties</p> <p>7.2 Confirm third parties with whom the organisation could enter into arrangements or relationships</p> <p>7.3 Negotiate with third parties within the limits of own authority and corporate policies</p> <p>7.4 Identify and communicate potential benefits of arrangements or relationships to relevant people</p> <p>7.5 Confirm arrangements or relationships conform to legal and regulatory requirements and corporate policies</p>
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Additional Information about the unit	
<p>Unit purpose and aim(s)</p>	<p>This unit is about helping to establish possible relationships with third parties, including negotiating, that, if successful, may further corporate interests – for example, possible partnership arrangements.</p>
<p>Unit expiry date</p>	
<p>Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)</p>	<p>Skills CFA</p>
<p>Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)</p>	
<p>Support for the unit from an SSC or other appropriate body (if required)</p>	<p>Skills CFA</p>
<p>Location of the unit within the subject/sector classification system</p>	<p>15. Business, Administration and Law</p> <p>15.2 Administration</p>
<p>Name of the organisation</p>	

submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Assist in developing and establishing systems and procedures to review corporate performance	
Level	6	
Credit Value	6	
GLH	35	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Know how to develop and establish systems and procedures to review corporate performance	1.1 Evaluate the different types of monitoring systems and performance indicators 1.2 Analyse sources of information on how other organisations develop systems to review corporate performance 1.3 Analyse different methods for developing monitoring systems and procedures 1.4 Analyse different methods for implementing monitoring systems and procedures 1.5 Evaluate methods of communication with key decision-makers in an organisation 1.6 Explain legal, regulatory and ethical requirements relevant to developing systems and procedures for reviewing corporate performance 1.7 Identify potential consequences of non-compliance with legal and regulatory requirements when developing systems and procedures to review corporate performance	
2. Be able to recommend a system and procedures to review corporate performance	2.1 Identify corporate objectives, strategies and policies of an organisation 2.2 Agree with others, performance measures of corporate performance relevant to an organisation 2.3 Evaluate different types of monitoring systems and	

	<p>performance indicators to meet needs of an organisation</p> <p>2.4 Recommend a system and procedures for an organisation to review corporate performance</p>
<p>3. Be able to identify the effects of monitoring systems and procedures</p>	<p>3.1 Identify the effects of introducing a monitoring system and procedures for corporate performance on existing organisational structures and procedures</p> <p>3.2 Identify the benefits to an organisation of introducing a monitoring system and procedures for corporate performance</p>
<p>4. Be able to support the development of systems and procedures for reviewing corporate performance</p>	<p>4.1 Recommend formal and informal monitoring systems and procedures to the relevant people</p> <p>4.2 Agree and prioritise key performance factors with relevant people</p> <p>4.3 Agree qualitative and quantitative corporate performance measures with relevant people</p> <p>4.4 Make sure legal and regulatory requirements are followed when supporting the development of systems and procedures to review corporate performance</p> <p>4.5 Make sure ethical responsibilities are met when supporting the development of systems and procedures to review corporate performance</p>
<p>5. Be able to support the establishment of systems and procedures for reviewing corporate performance</p>	<p>5.1 Negotiate the implementation of monitoring systems and procedures with the relevant people</p> <p>5.2 Assist users in implementing monitoring systems and procedures</p> <p>5.3 Monitor and report on the</p>

	<p>effectiveness of monitoring systems and procedures in use</p> <p>5.4 Recommend changes to monitoring systems and procedures with relevant people, if required</p> <p>5.5 Make sure legal and regulatory requirements are followed when supporting the establishment of systems and procedures to review corporate performance</p> <p>5.6 Make sure ethical responsibilities are met when supporting the establishment of systems and procedures to review corporate performance</p>
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Additional Information about the unit	
Unit purpose and aim(s)	This unit is about supporting and assisting others with the development and introduction of systems and procedures that will be used to measure and formally report on the effectiveness of an organisation in achieving its aims and objectives.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Corporate performance refers to the measurement of performance against corporate objectives, strategies and policies, by monitoring and reviewing
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the	15. Business, Administration and

subject/sector classification system	Law 15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Assist in improving corporate performance	
Level	6	
Credit Value	7	
GLH	16	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Understand how to recommend ways of improving corporate performance	1.1 Evaluate different ways of recommending improvements to corporate performance 1.2 Explain ways of analysing resource implications for improving corporate performance 1.3 Identify different ways of analysing the administrative implications and limitations for improving corporate performance 1.4 Analyse ways of identifying the resource effects when improving corporate performance 1.5 Analyse ways of evaluating the impact and effectiveness of change, in relation to corporate performance 1.6 Explain the purpose of compliance with legal, regulatory and ethical requirements when identifying and recommending improvements in corporate performance 1.7 Evaluate the consequences of non-compliance with legal and regulatory requirements when identifying and implementing improvements in corporate performance	
2. Be able to analyse and interpret opportunities for improvements in corporate performance	2.1 Use performance information to identify opportunities for improving corporate performance 2.2 Develop options for improving corporate performance	

	<p>2.3 Analyse the resource and organisational implications leading to improved corporate performance</p> <p>2.4 Evaluate and present options in a way that leads to positive change</p> <p>2.5 Confirm changes agreed for improving corporate performance</p> <p>2.6 Make sure legal and regulatory requirements are followed when identifying opportunities for improving corporate performance</p> <p>2.7 Make sure ethical responsibilities are met when recommending opportunities for improving corporate performance</p>
<p>3. Be able to support the implementation of measures for improving corporate performance</p>	<p>3.1 Confirm improvements to be made</p> <p>3.2 Make sure changes are carried out within agreed timescales and resources</p> <p>3.3 Monitor and report the impact of changes to inform future decision-making</p> <p>3.4 Make sure legal and regulatory requirements are followed when implementing improvements in corporate performance</p> <p>3.5 Make sure ethical responsibilities are met when implementing improvements in corporate performance</p>

Additional Information about the unit	
<p>Unit purpose and aim(s)</p>	<p>This unit is about assisting in the improvement of corporate performance by using the information gained from measuring performance, and then supporting the introduction of changes that</p>

	will benefit an organisation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Corporate performance refers to the measurement of performance against corporate objectives, strategies and policies, by monitoring and reviewing
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Assist in reviewing corporate performance	
Level	6	
Credit Value	6	
GLH	13	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Understand how to support the analysis of corporate performance	1.1 Analyse different ways of specifying and collecting performance information 1.2 Explain how to make sure the performance information is valid 1.3 Explain how to establish criteria for the analysis of performance information 1.4 Evaluate different ways of analysing performance information 1.5 Analyse different ways of presenting information to promote discussion and debate 1.6 Explain legal, regulatory and ethical requirements relevant to reviewing corporate performance 1.7 Explain potential consequences of non-compliance with legal and regulatory requirements when reviewing corporate performance	
2. Understand how to evaluate information on corporate performance	2.1 Analyse different ways of evaluating performance information	
3. Be able to assist in analysing and evaluating corporate performance	3.1 Collect sufficient, valid and relevant performance information 3.2 Analyse and evaluate performance information against agreed criteria 3.3 Produce results from which accurate interpretations can be recommended 3.4 Obtain measures of corporate performance 3.5 Support corporate decision-	

	<p>making through presenting and communicating findings</p> <p>3.6 Make sure recommendations on legal and regulatory requirements are made when supporting the reviewing of corporate performance, if necessary</p> <p>3.7 Make sure ethical responsibilities are met when supporting the reviewing of corporate performance</p>
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Additional Information about the unit	
Unit purpose and aim(s)	This unit is about using systems and procedures to assist in measuring and reporting how successful an organisation is being in achieving its aims and objectives.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Corporate performance refers to the measurement of performance against corporate objectives, strategies and policies, by monitoring and reviewing
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	

Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Monitor and evaluate trends and events that affect organisations
Level	6
Credit Value	6
GLH	35
Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the nature and effects of internal and external trends and events on organisations	1.1 Explain the nature of internal and external trends and events and how these may a) affect the mission and objectives of an organisation b) affect the corporate strategies and policies of an organisation
2. Understand how to monitor internal and external trends and events	2.1 Explain different types of system for monitoring internal and external trends and events
3. Understand how to analyse and evaluate internal and external trends and events	3.1 Explain different ways of analysing and evaluating internal and external trends and events
4. Understand how to communicate information about internal and external trends and events	4.1 Explain different ways of communicating and presenting information about internal and external trends and events in an organisation 4.2 Explain the legal and regulatory requirements, and ethical responsibilities relating to the communicating of information about external trends and events 4.3 Explain the consequences of non-compliance with legal and regulatory requirements when communicating information about external trends and events
5. Be able to monitor internal and external trends and events that affect the environment in which an organisation works	5.1 Use systems in place to identify and record internal and external factors 5.2 Identify and prioritise internal and external factors for their

	relevance to an organisation
6. Be able to analyse and evaluate internal and external trends and events that affect the environment in which an organisation works	<p>6.1 Analyse and evaluate internal and external trends and events for their implications for an organisation</p> <p>6.2 Identify current and emerging legal and regulatory requirements which are relevant to an organisation</p> <p>6.3 Obtain specialist advice on interpretations of relevant legal and regulatory requirements within limits of own authority, where required</p>
7. Be able to communicate information about internal and external trends and events that affect the environment in which an organisation works	<p>7.1 Communicate information to relevant people in good time to inform decision making</p> <p>7.2 Identify the relevance of trends and events for an organisation</p> <p>7.3 Make sure legal and regulatory requirements, and ethical responsibilities are met when communicating information</p>

Additional Information about the unit	
Unit purpose and aim(s)	This unit is about contributing to the monitoring and evaluating of changes in the internal and external environment in which an organisation operates, for example at the level of a company secretary, and advising decision makers on the relevance of trends and events, so that they may make informed decisions.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA

Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Improve corporate performance	
Level	7	
Credit Value	8	
GLH	36	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Understand how to identify and implement improvements in corporate performance	1.1 Evaluate different ways and means of improving corporate performance 1.2 Explain the purpose and benefits of different ways of quantifying resource implications for improving corporate performance 1.3 Describe the purpose and benefits of different ways of evaluating the administrative implications and limitations for improving corporate performance 1.4 Analyse different ways of analysing the resource effects when improving corporate performance 1.5 Explain the purpose and benefits of analysing the impact and effectiveness of change, in relation to corporate performance 1.6 Explain the purpose of compliance with legal, regulatory and ethical requirements when agreeing measures for improving corporate performance 1.7 Analyse the consequences of non-compliance with legal and regulatory requirements when identifying and implementing improvements in corporate performance	
2. Be able to identify and agree opportunities for improvements in corporate performance	2.1 Use performance information to agree opportunities for improving corporate	

	<p>performance</p> <p>2.2 Agree options for improving corporate performance</p> <p>2.3 Confirm the resource and organisational implications leading to improved corporate performance</p> <p>2.4 Evaluate and present options in a way that leads to positive change</p> <p>2.5 Negotiate and agree changes to improve corporate performance</p> <p>2.6 Make sure legal and regulatory requirements are followed when agreeing opportunities for improving corporate performance</p> <p>2.7 Make sure ethical responsibilities are met when agreeing opportunities for improving corporate performance</p>
<p>3. Be able to implement measures for improving corporate performance</p>	<p>3.1 Agree improvements to be implemented</p> <p>3.2 Make sure changes are carried out within agreed timescales and resources</p> <p>3.3 Analyse and evaluate the impact of changes to inform future decision making</p> <p>3.4 Make sure legal and regulatory requirements are followed when improvements in corporate performance are implemented</p> <p>3.5 Make sure ethical responsibilities are met when improvements in corporate performance are implemented</p>

Additional Information about the unit

<p>Unit purpose and aim(s)</p>	<p>This unit is about improving corporate performance by using the information gained from measuring performance, and agreeing the</p>
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	introduction of changes that will benefit an organisation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Corporate performance refers to the measurement of performance against corporate objectives, strategies and policies, by monitoring and reviewing
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Make arrangements or develop relationships which promote corporate interests	
Level	7	
Credit Value	5	
GLH	30	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Understand the role and purpose of corporate policies when making arrangements or relationships	1.1 Analyse the implications of corporate policies for making arrangements or relationships for an organisation	
2. Understand the different types of arrangements or relationships which can promote corporate interests	2.1 Analyse different types of arrangements or relationships which can promote corporate interests for an organisation	
3. Understand how to negotiate arrangements or relationships with a third party	3.1 Analyse different methods for negotiating arrangements or relationships for an organisation	
4. Understand the purpose of job responsibilities and limits of authority	4.1 Analyse the purpose of job responsibilities when making arrangements or relationships 4.2 Analyse the purpose of limits on own authority when making arrangements or relationships	
5. Understand how to identify and evaluate the benefits and disadvantages of arrangements and relationships	5.1 Analyse how to identify and evaluate the benefits and disadvantages of arrangements and relationships	
6. Understand the role of legal and regulatory requirements and of ethical considerations when making arrangements and relationships	6.1 Analyse and evaluate the implications of legal and regulatory requirements, and ethical responsibilities for an organisation when making arrangements and relationships 6.2 Analyse and evaluate the consequences of non-compliance with legal and regulatory requirements for an organisation when making arrangements and relationships	
7. Be able to establish arrangements or relationships	7.1 Make sure there are corporate policies for arrangements or	

<p>which further corporate interests</p>	<p>relationships with third parties</p> <p>7.2 Identify and agree third parties with whom the organisation could enter into arrangements or relationships</p> <p>7.3 Negotiate with third parties within the limits of own authority and corporate policies</p> <p>7.4 Identify, evaluate and communicate potential benefits of arrangements or relationships to relevant people</p> <p>7.5 Make sure and confirm arrangements or relationships conform to legal and regulatory requirements and corporate policies</p> <p>7.6 Identify and prioritise current and emerging legal and regulatory requirements which are relevant to the organisation</p> <p>7.7 Obtain specialist advice on interpretations of relevant legal and regulatory requirements, if necessary,</p>
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Additional Information about the unit	
<p>Unit purpose and aim(s)</p>	<p>This unit is about establishing possible relationships with third parties, including negotiating, that, if successful, may further corporate interests – for example, possible partnership arrangements.</p>
<p>Unit expiry date</p>	
<p>Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)</p>	<p>Skills CFA</p>
<p>Assessment requirements or guidance specified by a sector or</p>	

regulatory body (if appropriate)	
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Monitor and evaluate trends and events that affect organisations
Level	7
Credit Value	6
GLH	30
Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the nature and effects of internal and external trends and events on organisations	1.1 Evaluate the nature of internal and external trends and events and how these a) affect the mission and objectives of an organisation b) affect the corporate strategies and policies of an organisation
2. Understand how to monitor internal and external trends and events	2.1 Evaluate different types of system for monitoring internal and external trends and events for an organisation
3. Understand how to analyse and evaluate internal and external trends and events	3.1 Evaluate the advantages and disadvantages of different ways of analysing and evaluating internal and external trends and events
4. Understand how to communicate information about internal and external trends and events	4.1 Evaluate different ways of communicating and presenting information about internal and external trends and events in an organisation 4.2 Analyse the implications of legal and regulatory requirements, and ethical responsibilities relating to the communicating of information about external trends and events, for an organisation 4.3 Analyse the consequences of non-compliance with legal and regulatory requirements when communicating information about external trends and events for an organisation
5. Be able to monitor internal and external trends and events that	5.1 Make sure there are effective systems in place to identify and

<p>affect the environment in which an organisation works</p>	<p>record internal and external factors</p> <p>5.2 Confirm, and agree the priority of, internal and external factors for their relevance to an organisation</p>
<p>6. Be able to analyse and evaluate internal and external trends and events that affect the environment in which an organisation works</p>	<p>6.1 Analyse and evaluate internal and external trends and events for their implications for an organisation, and agree outcomes</p> <p>6.2 Identify, evaluate and prioritise current and emerging legal and regulatory requirements which are relevant to an organisation</p> <p>6.3 Obtain specialist advice on interpretations of relevant legal and regulatory requirements, where required</p>
<p>7. Be able to communicate information about internal and external trends and events that affect the environment in which an organisation works and agree actions</p>	<p>7.1 Communicate information to relevant people in good time to inform decision making</p> <p>7.2 Agree, with relevant people, the relevance of trends and events for an organisation, and actions needed</p> <p>7.3 Make sure legal and regulatory requirements, and ethical responsibilities are met when communicating information and agreeing actions</p>

Additional Information about the unit

<p>Unit purpose and aim(s)</p>	<p>This unit is about monitoring and evaluating changes in the internal and external environment in which an organisation operates, for example at the level of a director, and advising decision makers on the relevance of trends and events, so that they may make informed decisions.</p>
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Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	

Title	Review corporate performance	
Level	7	
Credit Value	7	
GLH	20	
Learning Outcomes	Assessment Criteria	
The learner will	The learner can	
1. Understand how to analyse corporate performance	1.1 Critically evaluate different ways of specifying and collecting performance information 1.2 Explain how to analyse the sufficiency, validity and accuracy of performance information 1.3 Explain how to agree criteria for the analysis of performance information 1.4 Evaluate different ways of analysing and confirming performance information 1.5 Critically evaluate different ways of presenting information to promote discussion and debate 1.6 Analyse legal, regulatory and ethical requirements relevant to reviewing corporate performance 1.7 Analyse potential consequences of non-compliance with legal and regulatory requirements when reviewing corporate performance	
2. Understand how to evaluate information on corporate performance	2.1 analyse and critically evaluate the advantages and disadvantages of different ways of evaluating performance information	
3. Be able to analyse and evaluate corporate performance	3.1 Determine agreed criteria for evaluating corporate performance 3.2 Confirm sufficient, valid and accurate relevant performance information has been collected 3.3 Analyse and evaluate performance information against	

	<p>agreed criteria</p> <p>3.4 Agree results from which accurate interpretations can be made</p> <p>3.5 Agree measures of corporate performance</p> <p>3.6 Make sure corporate decisions are made by presenting and communicating findings</p> <p>3.7 Make sure legal and regulatory requirements are followed when reviewing corporate performance</p> <p>3.8 Make sure ethical responsibilities are met when reviewing corporate performance</p>
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Additional Information about the unit	
Unit purpose and aim(s)	This unit is about using systems and procedures to measure and report how successful an organisation is being in achieving its aims and objectives.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Corporate performance refers to the measurement of performance against corporate objectives, strategies and policies, by monitoring and reviewing
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law

	15.2 Administration
Name of the organisation submitting the unit	
Availability for use	Shared
Unit available from	
Unit guided learning hours	