

<b>Title:</b>	<b>Managing and implementing change in the workplace</b>	
<b>Level:</b>	4	
<b>Credit value:</b>	6	
<b>Unit guided learning hours</b>	24	
<b>Learning outcomes (the learner will)</b>	<b>Assessment criteria (the learner can)</b>	
1 Understand the reasons for change in an organisation	1.1 Explain reasons why organisations continually need to change 1.2 Conduct an environmental and organisational analysis, to identify possible areas for change in own organisation	
2 Be able to manage and implement change in the workplace	2.1 Identify an opportunity for change, arising from an environmental and organisational analysis 2.2 Assess the benefits and risks of implementing the identified opportunity for change 2.3 Develop a change implementation plan including details of how you will monitor and review the implementation of change.	
<b>Additional information about the unit</b>		
Unit purpose and aim(s)	To be able to manage and implement change in the workplace.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management and Leadership 2004 NOS: C4, C5, C6	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for the unit (if required)	M4.10 Managing and implementing change in the workplace	
Location of the unit within the subject/sector classification system	15.3 Business Management	

## Additional Guidance about the Unit

### Indicative Content:

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|---|--|
| 1 | <ul style="list-style-type: none"><li>• Reasons for organisational change such as changes in leadership, technology, business strategy, need to become more efficient</li><li>• Types of change such as developmental, transitional and transformational</li><li>• Environmental analysis technique, such as PESTLE</li><li>• Organisational analysis, such as SWOT analysis</li></ul>   |
| 2 | <ul style="list-style-type: none"><li>• Benefits and implications of change</li><li>• Methods of assessing risks and uncertainties</li><li>• Principles of change management</li><li>• System theory and process design</li><li>• Methods for planning for change</li><li>• Feasibility and viability of the change for stakeholders</li><li>• Use of tools for planning change</li><li>• Identification of human and financial factors in the consideration of resistance to change</li><li>• Bridges' Transition Model, 4 P's, Purpose, Picture, Plan &amp; Part</li><li>• Clear communication of change</li><li>• The importance of involving people to facilitate effective change</li><li>• Techniques for monitoring and evaluating outcomes of change</li></ul> |

<b>Title:</b>	<b>Managing risk in the workplace</b>	
<b>Level:</b>	4	
<b>Credit value:</b>	3	
<b>Unit guided learning hours</b>	6	
<b>Learning outcomes (the learner will)</b>	<b>Assessment criteria (the learner can)</b>	
1. Understand the importance of managing risks in the workplace	1.1 Evaluate relevant laws and legislation relating to risk management in own area of responsibility 1.2 Evaluate internal policies relating to the management of risk in own area of responsibility	
2. Be able to identify and manage risks in own area of responsibility	2.1 Conduct a risk assessment within the context of own workplace 2.2 Propose how to minimise identified risks in own workplace 2.3 Explain how identified risks will be continuously monitored and reviewed	
<b>Additional information about the unit</b>		
Unit purpose and aim(s)	To be able to manage risks within the context of the workplace.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2004 NOS: B10	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for unit (if required)	M4.06 Managing Risk in the Workplace	
Location of the unit within the subject/sector classification system	15.3 Business Management	
<b>Additional Guidance about the Unit</b>		
<b>Indicative Content:</b>		
1	<ul style="list-style-type: none"> <li>Establishing the context and scope of the workplace</li> <li>Applicable laws and legislation relating to risk management</li> </ul>	

	<ul style="list-style-type: none"><li>• Internal risk management policies and procedures</li><li>• Types of hazards and risks such as environmental, technological, information, physical</li><li>• Principles of risk management</li><li>• How to identify the circumstances and consequences of hazards and risks</li></ul>
2	<ul style="list-style-type: none"><li>• Identifying prevention and control measures</li><li>• Five steps to risk</li><li>• Prioritisation of risk</li><li>• Objective likelihood/probability, impact and score</li><li>• Risk assessment procedure and associated documentation</li><li>• Avoidance, control, transfer to another entity or higher authority, retention (careful assessment and monitoring of risk)</li><li>• Risk management registers</li><li>• Risk management planning</li><li>• Compare actual results with results expected/predetermined</li><li>• Monitoring and re-assessing the level and implications of risk</li></ul>

<b>Title:</b>	<b>Developing people in the workplace</b>	
<b>Level:</b>	4	
<b>Credit value:</b>	5	
<b>Unit guided learning hours</b>	21	
<b>Learning outcomes (the learner will)</b>	<b>Assessment criteria (the learner can)</b>	
1. Understand the importance of promoting personal development	1.1 Assess the potential benefits to the organisation of developing individuals 1.2 Assess the benefits to the individual of personal development	
2. Be able to plan for an individual's development	2.1 Assess how to manage an individual's expectations in respect to personal development. 2.2 Evaluate development vehicles in the organisation appropriate to the development needs of the individual 2.3 Develop a plan to meet the identified development needs of an individual	
<b>Additional information about the unit</b>		
Unit purpose and aim(s)	To be able to plan the personal development of individuals in the workplace.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management and Leadership 2004 NOS: A2, D7, D9	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for the unit (if required)	M4.11 Developing and managing people in the workplace	
Location of the unit within the subject/sector classification system	15.3 Business Management	
<b>Additional Guidance about the Unit</b>		

**Indicative Content:**

1	<ul style="list-style-type: none"><li>• Examining the expectations and requirements of people</li><li>• Determining groups and individuals for whom the manager has responsibility</li><li>• Diversity in the workplace</li><li>• Understanding the causes of conflict in the organisation</li><li>• Promotion of work/life balance</li></ul>
2	<ul style="list-style-type: none"><li>• Administering people in accordance with guidelines and career pathways</li><li>• Being aware of and understanding organisational policies (diversity, substance and alcohol abuse etc)</li><li>• Understanding the variety of documentation required to manage people</li><li>• Managing career development of people</li><li>• Support structures within the organisation</li><li>• Techniques for managing interpersonal conflict</li><li>• Techniques for supervision and formal appraisal</li><li>• Methods of ensuring fair and objective assessment/appraisal</li><li>• Methods to monitor, evaluate and record individual feedback</li><li>• Reporting performance appraisal including the importance of confidentiality</li><li>• Promotion of a healthy life-style</li><li>• Learning styles and the range of training/development opportunities available</li><li>• Mechanisms to provide appropriate feedback to individuals</li><li>• Career development strategies</li><li>• Appropriate recording systems</li></ul>

<b>Title:</b>	<b>Developing a culture to support innovation and improvement</b>	
<b>Level:</b>	4	
<b>Credit value:</b>	3	
<b>Unit guided learning hours</b>	12	
<b>Learning outcomes (the learner will)</b>	<b>Assessment criteria (the learner can)</b>	
1 Understand an organisation's culture	1.1 Describe the underlying culture within the organisation 1.2 Explain how this influences the management style and team structure 1.3 Explain own responsibility in promoting the organisation's vision and helping to shape the culture	
2 Understand the importance of values in underpinning the culture for innovation and improvement	2.1 Explain how your own values and beliefs affect how you deal with change and innovation 2.2 Explain own responsibility to manage your personal behaviour, actions and words to reinforce an innovation and change culture 2.3 Explain the importance of being aware of other's needs, feelings and motivations to minimise the resistance to change and innovation	
3 Understand the roles of different functions in supporting innovation and change	3.1 Identify possible tasks of the innovator during the innovation process 3.2 Explain the role of managers during the innovation process 3.3 Explain the role of senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity	
4 Know how to develop a culture that supports the growth and implementation of ideas	4.1 Describe how to encourage individuals to think innovatively and contribute ideas in the work place 4.2 Explain the importance of giving constructive feedback to innovators in order to sustain their energy and input 4.3 Explain how to provide the support and guidance needed to implement ideas	
5 Understand the importance of risk management in creating a culture that supports creativity and innovation	5.1 Describe how to recognise and manage risk in innovation 5.2 Explain how to develop the organisational culture so that people are risk aware but prepared to take	

	<p>acceptable risks in undertaking activities</p> <p>5.3 Explain the importance of communicating information on identified risks to relevant people across the organisation</p> <p>5.4 Explain the need to comply with legal requirements, industry regulations, organisational policies and professional codes when dealing with innovation activity</p>
6 Understand the important role of communication during the innovation process	<p>6.1 Explain the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity</p> <p>6.2 Explain the purpose of an elevator pitch to secure sponsorship for innovation ideas</p> <p>6.3 Describe the key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team</p> <p>6.4 Explain the importance of communicating outcomes of innovation activities to maintain momentum and interest</p>
<b>Additional information about the unit</b>	
Unit purpose and aim(s)	To develop knowledge and understanding of culture to support innovation and improvement as required by a practising or potential first line manager.
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: B6
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)
Equivalencies agreed for the unit (if required)	
Location of the unit within the subject/sector classification system	15.3 – Business Management

## Additional Guidance about the Unit

### Indicative Content:

1	<ul style="list-style-type: none"><li>• Types of organisational culture and how they are manifest in terms of structure of teams and management style</li><li>• Concepts of values and vision and their relevance to the first line manager role</li></ul>
2	<ul style="list-style-type: none"><li>• Different management styles and the effects they have on the culture of a business</li><li>• The importance of valuing diversity to support innovation activity</li><li>• Understanding what resistance to change is and how to work with it</li><li>• The importance of management commitment to ensure sustainability</li></ul>
3	<ul style="list-style-type: none"><li>• The two key phases of innovation activity – exploration and exploitation</li><li>• Preferences and limitations of innovators</li><li>• Providing the space to innovate</li><li>• The role of senior management in setting a strategy for innovation</li></ul>
4	<ul style="list-style-type: none"><li>• The factors that motivate people (Maslow's hierarchy of needs / Herzberg's motivation and hygiene factors)</li><li>• The challenges and benefits of introducing reward and recognition systems to support creativity and innovation</li><li>• The use of simple tools to evaluate and validate ideas so as to provide balanced feedback for innovators</li><li>• Developing an effective business case to promote the innovation idea</li></ul>
5	<ul style="list-style-type: none"><li>• Stage gate processes and how they support decision making</li><li>• The importance of defining when to stop and walk away</li><li>• Creating an environment that is aligned to 'learning from mistakes'</li><li>• The importance of Intellectual Property and Intellectual Property Rights</li><li>• Controlling trials and experimentation to minimise risks</li></ul>
6	<ul style="list-style-type: none"><li>• The role of communication in motivating others</li><li>• Engaging staff by sharing the vision</li><li>• Building momentum by communicating the benefits and success of quick wins</li><li>• Gaining the support of key sponsors by presenting your ideas / concepts in a limited time frame</li><li>• How to develop a business case to clarify the benefits of your ideas / concepts</li></ul>

<b>Title:</b>	<b>Management Communication</b>	
<b>Level:</b>	4	
<b>Credit value:</b>	4	
<b>Learning outcomes (the learner will)</b>	<b>Assessment criteria (the learner can)</b>	
1. Understand the importance of effective communication in management	1.1 Explain the relevance of the communication cycle for effective communication in management  1.2 Explain, with examples, the importance of selecting an appropriate tone, language, and level of formality in management communications  1.3 Assess the effectiveness of a range of verbal and written communication methods within your area of the organisation	
2. Be able to develop effective communication skills as a reflective manager	2.1 Develop appropriate criteria to evaluate own ability to communicate effectively  2.2 Collect and analyse feedback on own verbal and written communication skills  2.3 Evaluate own communication skills as a manager, identifying strengths and areas for improvement	
<b>Additional information about the unit</b>		
Unit purpose and aim(s)	To develop understanding and ability to communicate effectively, as required by a practising or potential middle manager.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to MSC 2004 NOS: A3, B6, C2, D2, D3, D6	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Management Standards Centre (MSC)	
Location of the unit within the subject/sector classification system	Business Management	
Unit guided learning hours	18	

## Additional Guidance about the Unit

### Indicative Content:

1

- Communication theories, including the communication cycle and overcoming barriers
- Different types of communication, including verbal, written, visual and electronic and their relative advantages and disadvantages
- Non-verbal communication, such as body language and facial expression
- Business language, including tone, style and vocabulary
- Need for feedback, and implications of not receiving feedback
- Value of the written word and the importance of objectives and the reader(s)
- Letters, memos, reports, e-mails or other forms of written communication in use within the organisation
- Team meetings, one-to-ones and other forms of verbal communication
- Planning for writing, including use of available information and the needs of the recipient
- Tone, language, level of formality
- Image, structure, layout conventions including "house styles"
- Inclusion of statistical/visual materials and appendices in reports

2

- Criteria for evaluating the effectiveness of communication
- Collecting and analysing feedback
- Techniques for evaluating own strengths and areas for improvement
- Personal development planning