



# Richmond College

Advanced Education



## **Qualification Specification for :**

**Level 4 Diploma in Business and Management**

**610/2057/6**

**Level 4 Extended Diploma in Business and Management**

**610/2058/8**



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## Unit specifications

<b>Unit 1 The Business Environment</b>			
<b>Unit Aims</b>	This unit will develop learners' understanding of the business environment and the internal and external circumstances in which different organisations operate. Learners will also gain understanding of organisational responsibilities and structures.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	Y/650/5055		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessor Guidance</b>	<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 must use real life examples to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors an appropriate organisation and country on which to base their study. Tutors need to ensure that the organisation chosen is suitable. SMEs are recommended as larger organisations are often too complex and accessing the information required can be challenging.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
1. Understand types of organisation, their purposes and responsibilities	1.1 Explain the different types of organisations 1.2 Analyse the purposes and responsibilities of organisations 1.3 Analyse how organisations fulfil their responsibilities to stakeholders	1M1 Assess the extent to which a named organisation meets its stated purposes	

2. Understand the structure of organisations	2.1 Explain the different structures found within organisations 2.2 Analyse the functions of different departments and their inter-relationships in organisational structures		2D1 Propose improvements to the structure of a named organisation
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	<b>LO3 and LO4</b>  4D1 Assess the challenges of operating in both an economic and market environment for a named organisation
4. Understand the nature of the national environment in which organisations operate	4.1 Analyse the role of monetary and fiscal policy and the possible impact on organisations and their activities 4.2 Evaluate the impact of competition policy and other regulatory mechanisms on the activities of a named organisation		

## Indicative Content

### 1. Understand types of organisations, their purposes and responsibilities

#### Types of organisations

- Including private: sole trader, partnership, limited, public limited), public, government, voluntary, charitable

#### Purposes

- Including profit, growth, return on investment (ROI), sales, service, customer satisfaction, corporate responsibility, ethical, environmental and social responsibilities,
- Expressed through vision, mission, aims and objectives, long and short-term goals, values, culture

#### Responsibilities

- Meeting legal requirements of country or countries in which it is operating (e.g. consumer legislation, employee legislation, equal opportunities and anti-discriminatory legislation, environmental legislation, health and safety legislation) quality and safety of products and

services offered, ethical practices, meeting stakeholder interests, dealing with potential conflicts of interest, producing and implementing policies, recruitment of expertise

Meeting objectives of different stakeholders

- Stakeholders: including internal and external stakeholders, e.g. financial institutions, other lenders, debtors and creditors, owners/managers/employers, customers and clients, employees, government, trade unions, suppliers, community
- Objectives: including financial, corporate, social, ethical and environmental, achieve business plan e.g. meet customer demand through production/sales of products and services, ensure repeat business through standards of service, ensure commitment of suppliers through payment agreements, generate profit for owners, and meet environmental objectives.
- Potential conflict between objectives of differing stakeholders

## **2. Understand the structure of organisations**

Organisational structures

- Hierarchical structure (e.g. flat, matrix, functional, divisional), centralization vs. decentralisation, specialisation, departmentalisation or other form of distribution of work, span of control, chain of command and level of formality in procedures
- Functions of the departments: human resource management, physical resource management, finance, marketing and sales, communications, quality of service delivery, operations, logistics, decision-making, performance management, defining the expected type of communication and relationship between employees
- The nature of inter-relationship in order to deliver mission and meet business strategy and objectives, impact of culture
- Impact of globalisation: requirements for operating globally, limitations of certain organisational structures in the global field with respect to intercultural relations, geographical distances and different time zones

## **3. Understand the impact of the market environment on organisations**

Supply and demand

- Concept of supply and demand and their relationship, time and supply, equilibrium and disequilibrium, excess demand
- Examples of pricing strategies (e.g. skimming, premium, penetration, economy)

Interventions in the marketplace

- Government initiatives: taxing and subsidies, setting maximum and minimum prices, tools of market regulation, state ownership and funding
- Impact of the planned interventions: correcting market failures, re-distribution of income and wealth, managing monopolistic situations, improvement of market performance, mobility and social inclusion

## **4. Understand the nature of the national environment in which organisations operate**

Impact of national fiscal and monetary policy on business organisations and their activities

- Impact of fiscal and monetary policy: level of profit, size and nature of employment, redundancy, imports, exports, trading partners, business behaviour, consumer behaviour, propensity to save, propensity to spend, tastes and preferences, expansion, downsizing

- Government Policy and related agencies: including fiscal policy, monetary policy, private finance initiatives (PFI), central and local government spending, quantitative easing, interest rates, competition commission, sector regulators

Impact of competition policy on the chosen organisation:

- Main aims/impact of competition policy: including to promote competition in markets and price between suppliers, improve markets, contribution to efficiency and competitiveness, wider consumer choices for goods and services, technological innovation
- Other regulatory mechanisms: Will differ between country in which organisation located but UK examples include: 4 pillars of competition policy in the UK (antitrust and cartels, market liberalisation, state aid control, merger control), Competition Act 1998, Enterprise Act 2002, Office of Fair Trading, Directorate General for Competition, Ofgem, Ofwat, Civil Aviation Authority, Companies Act, Enterprise, Training and Skills Policies, Public Sector Borrowing

Benefits and challenges of operating in different economic environments

- Benefits: may include the ability to
  - complete effective market analysis
  - adapt to cyclical changes
  - expand business operations
  - communicate effectively (within the domestic business environment)
  - access and purchase high quality materials and labour
  - benefit from economies of scale
- Challenges: may include
  - the inability to communicate effectively with the international business environment
  - diseconomies of scale
  - the increase in regulations and international legislations
  - difficulty in adapting and meeting the needs of different cultures
  - language barriers

### **Suggested Resources**

Burns J. & Needle D., 2019, Business in Context: An Introduction to Business and its Environment. 7th Ed. Cengage Learning

Hamilton L. & Webster P., 2019, International Business Environment, OUP

Morrison J., 2020, The Global Business Environment: Towards Sustainability? Bloomsbury Academic

Wetherly P. and Otter D., 2018, The Business Environment: Themes and Issues in a Globalizing World, Oxford University Press

Worthington I., Britton C., Thompson E., 2018, The Business Environment, Pearson

<b>Unit 2 People in Organisations</b>			
<b>Unit Aims</b>	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.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	A/650/5056		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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 must use real life examples to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors appropriate organisations on which to base their study. Tutors need to ensure that the organisations chosen are suitable. SMEs are recommended as larger organisations are often too complex and accessing the information required can be challenging.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
1. Understand communication within organisations	1.1 Analyse the benefits of effective communication to organisations 1.2 Explain the implications of legislation, policies and procedures relevant to communication within organisations 1.3 Assess how the organisational structure impacts on communication	1M1 Assess the impact of new technologies on organisations' communications	

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 Assess the potential impact of different leadership styles on teamwork	2D1 Evaluate the use and effectiveness of teamwork in a chosen organisation
3. Understand the issues associated with remote working	3.1 Analyse the implications of remote working for individuals 3.2 Assess the effectiveness of different leadership styles for remote working		<b>LO2, LO3 and LO4</b> 4D1 Evaluate the impact of legislation on employee relations management in different organisational contexts
4. Understand how organisations monitor and support people in the workplace	4.1 Explain how HR departments provide support and monitor people within the workplace 4.2 Assess policies and procedures designed to support and monitor people in the workplace		

## Indicative Content

### 1. Understand communication practices within organisations

#### Benefits

- Accurate and timely information
- Efficiency
- Good relationships/effective teams
- Morale
- Clear messages
- Customer and supplier relationships

#### Policies, procedures and legislation

#### Policies and procedures to cover:

- Protocols e.g. for email,
- Staff briefings
- Newsletters/posters/bulletins/email groups

- Briefings, regular meetings at different levels in the organisation
- Cascade
- Policies e.g. dealing with the media, confidentiality

Legislation to cover:

- Data Protection Act 1998, GDPR 2018
- Freedom of Information Act
- Equality Act 2010
- Confidentiality

Implications of policies, procedures and legislation for communication within organisations e.g. improving communication, standardising communication, protecting confidentiality, security of personal information.

Organisational structure

- Flat/tall
- Matrix
- Regional
- Remote offices
- Dotted line reporting

Implications for effectiveness of communication e.g. flat organisational structures - fewer gatekeepers, internal and external communication flows more freely but can be uncontrolled; functional structure no ambiguity, strict reporting lines, good in times of crisis but can slow and stifle communication; hierarchical structure - clear reporting lines but can be frustrating, decision-making can be more efficient, power concentrated and teamwork can be limited; impact on methods used e.g. more hierarchical organisations may use more formal, impersonal methods of communication; flatter organisations may use more face-to-face and informal communication.

Impact of new technologies

- Remote working, isolation, maintaining consistency
- Speed of responses
- Need for damage limitation (e.g. due to social media)

## **2. Understand effective teamwork**

Benefits

- Synergy
- Motivation
- Sense of belonging
- Efficiency
- Creativity
- Being able to utilise individual skills and experience, building on ideas and concepts
- Opportunity for personal development

Failure of teams

- Communication
- Absence of individuals

- Conflict or conversely desire not to upset other team colleagues
- Imbalanced team make-up
- Poor brief, lack of clarity about objectives, process
- Insufficient monitoring of progress against objectives and key milestones
- Leadership style
- Tuckman team development theory e.g. stuck in early development stage

Impact of leadership styles on teamwork:

- Autocratic e.g. can be too controlling and demotivate, lead to poor morale, impede collaboration.
- Coaching e.g. can be positive but tends towards micromanaging and coaching individuals.
- Participative e.g. can be natural fit for team work, joint decision making, share ideas, information etc.
- Affiliative e.g. specifically aimed at developing work teams, risks are that team harmony placed above performance, little individual accountability and performance may suffer.
- Laissez faire – e.g. manager is hands off so will depend on strength of team
- Other management styles may be included as appropriate

### **3. Understand the issues associated with remote working**

Remote working includes:

- Working at home
- Working from home (home-based)
- Regional offices
- Virtual working
- Global working

Implications

- Investment in technology
- Feeling remote, isolated and lonely
- Challenges with communication
- Working in different time zones
- Different ways of behaving and doing things
- Time management and irregular hours
- Different working practices: teleconferencing, webinars, flexible hours (e.g. around personal commitments), regular updates, meetings, skype, email, travel.
- Technological requirements for remote working; Broadband access with good speeds, web-based communications software eg skype, hangouts or similar

Impact of leadership styles on remote working:

- Autocratic e.g. can be too controlling and demotivate, lead to poor morale, may monitor remote employees too closely through excessive meetings for example.
- Coaching e.g. can be positive but tends towards micromanaging and coaching individuals which may be supportive to remote workers or intrusive.
- Democratic/Participative e.g. will communicate with employees frequently using messages, emails, video conferencing – may interrupt work too much

- Laissez faire – e.g. manager is hands off, employees will be given freedom to make own decisions but may need more guidance – no opportunity to discuss with others when remote working
- Other management styles may be included as appropriate

#### **4. Understand how organisations monitor and support people in the workplace**

##### Human resources department

- Ensuring the correct policies and procedures are in place
- Assessing developmental needs
- Dealing with disciplinary issues
- Supporting in issues concerning conflict
- Advising managers
- Support for those leaving organisations e.g. retirement, redundancy
- Policies and procedures
- Recruitment and selection criteria
- Job descriptions and person specifications
- Contracts of employment
- Flexible working/family friendly
- Termination of employment
- Induction, appraisal, training
- Data protection
- Personal issues e.g. bereavement, pregnancy

##### Practices

- Coaching
- Mentoring
- Training
- Performance reviews
- Appraisals

##### Review and appraisal process

- Motivation
- Monitor outputs
- Manage poor performance
- Reward good performance

##### Impact of legislation on employee relations management

- Employment law relating to equality, data protection, health and safety, maternity, redundancy, contracts of employment, industrial tribunals, trade unions, collective agreements; ethical issues.
- Strategies and processes for building employee relations

<b>Unit 3 Financial and Management Accounting Techniques for Managers</b>			
<b>Unit Aims</b>	To develop a knowledge and understanding of fundamental financial and management accounting techniques that are used by managers in organisations and to develop skills enabling learners to apply these techniques.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	D/650/5057		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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 must use real life examples to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors appropriate organisations on which to base their study. Tutors need to ensure that the organisations chosen are suitable. SMEs are recommended as larger organisations are often too complex and accessing the information required can be challenging. Learners may need support in finding suitable published accounts on which to base their ratio analysis.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment Criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
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	1M1 Assess the needs of stakeholders in relation to management and financial accounting information in a specific organisation	1D1 Evaluate the benefits of integrating financial and management accounting for a specific business organisation system
2. Can assess business organisation performance	2.1 Analyse components of working capital explaining how business organisations can	2M1 Evaluate the usefulness of ratio analysis when assessing	

	effectively manage working capital 2.2 Use ratios to assess the performance of a specific organisation	organisational performance	
3. Can apply management accounting techniques for decision-making	3.1 Use budgetary techniques for decision-making 3.2 Use costing techniques for pricing purposes 3.3 Use capital investment appraisal techniques to evaluate a specific business decision		<b>LO1 and LO3</b>  3D1 Evaluate the benefits of management accounting techniques in supporting financial decision making to ensure long term financial stability

## Indicative Content

### 1. Understand financial and management accounting systems

#### Management and financial accounts

- Users
- Outputs – information required by managers
- Monthly/quarterly accounts
- Useful ratios

#### Purpose and requirement for financial records

- Legal requirements
- Tax requirements
- Internal control requirements

#### Financial Accounting Systems and techniques

- Double entry bookkeeping
- Day books and ledgers
- Trial Balance
- Annual financial statements (sole traders, partnerships, private limited companies (i.e. income statement, statement of financial position) and Public Limited Companies (annual reports, i.e. general corporate information, accounting policies, income statement, statement of financial position, statement of cash flows, notes to the financial statements, chairperson's and directors' reports, auditor's report).

#### Management Accounting Systems and techniques

- Cost-accounting systems
- Inventory (stock) management systems

- Cash flow forecasting
- Capital Investment Appraisal
- Budgeting and Budgetary Control
- Marginal and Absorption Costing
- Break-Even Analysis

#### Stakeholders

- Shareholders
- Potential investors
- Directors
- Managers
- Employees
- Suppliers
- Customers
- Lenders
- Government
- Analysts
- Local community
- Information needs of different stakeholders
- Benefits of integrated accounting systems

## **2. Assess business organisation performance**

#### Working capital components

- Bank and cash balances
- Trade receivables (debtors)
- Trade payables (creditors)
- Inventory (Stock)

#### Management of working capital

- Working capital ratios – calculation and evaluation
- Ways to manage working capital – payment and collection cycles, inventory control, overdrafts, introduction of Just In Time (JIT) system etc.

#### Ratio analysis

- Liquidity ratios (current ratio, acid test (quick) ratio)
- Profitability ratios (Mark-up, Gross Profit margin, Net profit margin, return on capital employed)
- Efficiency ratios (Inventory turnover, Trade receivables collection period, Trade payables payment days)
- The interpretation of ratios including comparison with historical data, industry averages, other organisations etc. and use for assessment and decision-making
- The benefits and limitations of ratio analysis

## **3. Apply management accounting techniques for decision-making**

#### Budgetary control

- Purpose and content of budgets

- Cash flow forecasts
- Budgetary control process
- Importance of budgets for management
- Zero based budgeting, incremental budgeting
- Advantages and disadvantages of budgets
- Variances
- Flexing the budget
- Calculating variances
- Explaining variances – financial and non-financial factors
- Reconciliation of budgeted to actual profit
- Advantages and disadvantages of variance analysis

#### Costing and pricing

- Classifying costs – direct/indirect, fixed/variable
- Calculating unit cost
- Dealing with overheads in manufacturing and service industries – full absorption costing and overview of other costing methods including Activity Based Costing, job costing
- Pricing – cost plus, marginal cost, price takers etc.
- Break-even analysis and marginal costing

#### Appraisal methods

- Accounting rate of return
- Payback
- Net present value
- Internal rate of return

#### Evaluation

- Strengths and weaknesses of each method
- Non-financial factors – organisational goals and vision, time factors etc.
- Organisational preference

### **Suggested Resources**

Atrill P., 2017, Financial Management for Decision Makers, Harlow: Pearson

Davies T. & Crawford I., 2011, Business Accounting and Finance, Pearson

Drury C, 2018, Management accounting for business, Cengage Learning EMEA

Edmonds T., Edmonds C., Edmonds M. A. and Olds P., 2019 Fundamental Managerial Accounting Concepts, McGraw Hill

Elliot B. and Elliot J., 2019, Financial Accounting and Reporting, Harlow: Pearson

Mowen M.M., Hansen D.R. and Heitger D.L., 2022, Managerial accounting: The cornerstone of business decision-making, Cengage Learning

Seal W.B., Rohde C., Garrison R. H. and Noreen E. W., 2018, Management Accounting, McGraw Hill

<b>Unit 4 Communication Skills for Business</b>			
<b>Unit Aims</b>	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.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	F/650/5058		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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>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.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
1. Understand how internal communication takes place within organisations	1.1 Explain the process of internal 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 the legal and ethical issues in relation to the communication of information within organisations	
2. Understand how organisations communicate with customers	2.1 Evaluate communication systems used by organisations to communicate with customers		

3. Understand the factors that impact on the effectiveness of communications in business	3.1 Analyse the impact of organisational relationships on effective communications 3.2 Assess the impact of non-verbal communication on the effectiveness of oral communications	<b>LO3, LO4 and LO5</b>  5M1 Assess the effectiveness of technology in oral and written communication	
4. Can present oral information effectively	4.1 Present complex information using technology		4D1 Adapt own oral communication for different audiences and purposes
5. Can communicate effectively in writing	5.1 Communicate complex information in writing for specific purposes		5D1 Adapt own written communication for different audiences and purposes

## Indicative Content

### 1. Understand how internal communication takes place within organisations

The process of communication

- To provide information, to gain information/understanding, to generate ideas, to generate team cohesion, to motivate
- To send information vertically (upward and downward) and horizontally
- To provide information formally and informally
- A dynamic process
- Sender has an idea
- Idea/message sent
- Message transmitted to receiver
- Receiver gets message
- Receiver gives feedback (responds) to message

Modes of communication

- Written – letters, bulletins, noticeboards, updates, newsletters, bulletins, noticeboards and updates
- Face to face/oral - briefings, appraisals, daily/weekly huddles meetings (departmental, weekly updates, team meetings); interviews, disciplinary, sales, annual general meeting (AGM); extraordinary general meeting (EGM)
- Electronic – email, Facebook, Twitter, blog, Intranet, Yammer, Skype

- Conferences/whole staff meetings
- Training events; webinars

#### Barriers

- Clarity of written/oral message – readability, language, tone
- Technology – poor connections, inappropriate use
- Interpersonal relationships – personal conflict
- Non-verbal communication

#### Legal and ethical issues

##### Legal:

- Freedom of Information Act
- General Data Protection Regulation (GDPR)
- Equality legislation

##### Ethical:

- Use of email
- Whistleblowing
- Organisational policies

## **2. Understand how organisations communicate with customers**

#### Formal communications

- Websites, brochures, letters, newsletters, emails, telephone calls, face to face, public relations

#### Informal communications

- social media
- Blogging
- Influencers

## **3. Understand the factors that impact on the effectiveness of communications in business**

#### Impact of organisational relationships

- Team cohesion
- Personal conflict
- Favouritism
- Hierarchical, line management, culture

#### Impact of non-verbal communication

- Tone of voice, body language
- Negative and positive, reinforcement of oral message/contradiction of oral message
- Active listening and focusing

#### Impact of technology

- Negative – reliance on technology at meetings/presentations; can create stress
- Positive – enhanced clarity of information, helps reinforce messages, can help those with different communication styles and needs

## Effectiveness

- Clarity (e.g. of purpose, information, actions required); layout, length
- Message received is the same as the one that is sent
- The purpose is achieved (e.g. motivational speech, disciplinary letter, consultative email)

## 4. Present oral information effectively

### Oral presentation

- Formal presentation to a small group e.g. staff, colleagues, management

### Complex information

- General - introductory
- Complex - facts, figures, data

### Technology

- Presentation software
- ICT e.g. spread sheets, hand-outs

## Effectiveness

- Were intended purposes met?
- Appropriateness of language used and body language
- Audience understanding and response
- Quality and appropriateness of information given

## 5. Communicate effectively in writing

### Communicate complex information

- In writing e.g. reports, briefing notes, press releases, social media (e.g. Facebook, Twitter and blogs), meeting documentation
- Purpose e.g. to present results to the board, to launch a marketing campaign
- Conventions in written communications
- Formal reports, informal reports, emails, letters, texts
- Greetings, sign off, tone, punctuation and grammar, use of first or third person

### Documents required for meetings

- Agenda, minutes, papers

### Quantitative data

- E.g. financial results, sales figures, changes in product features, productivity, energy efficiency
- Review written communication
- For clarity, readability, appropriateness of media, use of visuals (e.g. charts, graphs, pictures); tone, language

### Review and adapt written communications

(e.g. website, social media posts, letters, emails),

- clarity
- selection of material
- choice of channel for purpose
- tone / style of presentation (formal, informal)
- suitability for intended audience

<b>Unit 5 Resource Management</b>			
<b>Unit Aims</b>	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.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	H/650/5059		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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 must use real life examples to illustrate the points which are made. There is a requirement to utilise information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors appropriate organisations on which to base their study. Tutors need to ensure that the organisations chosen are suitable. SMEs are recommended as larger organisations are often too complex and accessing the information required can be challenging.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
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 Explain 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 Analyse recent cases of resource wastage and how waste could be used as a resource, using examples	
3. Understand how to use human resources effectively	3.1 Assess the need for human resource planning in the workplace 3.2 Evaluate the methods used to monitor, improve and reward employee performance	LO2, LO3, LO4 4M1 Evaluate how resource management practices have contributed to business success or failure, using examples.	3D1 Evaluate the impact of employee engagement in an organisation
4. Understand how to review the effective use of resources	4.1 Explain the data needed to review and make judgements on employee performance and utilisation of physical resources		

## Indicative Content

### 1. Understand the key features of resource management

#### Organisations

- Primary e.g. mining
- Secondary e.g. Manufacturing, electronics, engineering
- Tertiary e.g. service industries e.g. tourism, finance, catering

#### Resource requirements

- Raw materials
- equipment
- Human resources/know how
- Technology

- Facilities
- Time
- Transport

#### Requirements

- Compliance with legislation, codes of practice
- Health and Safety e.g. hazardous substances
- Environmental e.g. disposal, impact on environment,
- Employment e.g. diversity and inclusion, health and safety at work
- Storage facilities
- Waste/recycling systems
- Specialist training
- Management information systems

#### Importance of resource management

- Efficiency
- Reducing costs, prevent wastage, increasing profit

#### Resource management strategies

- Stock taking – manual; electronic
- Security systems
- Human resource management
- Reusing wastage

#### Internal and external factors impacting on resource management

##### External

- Regulations/legislation
- Economic conditions
- Technological advancements
- Competition

##### Internal

- Budget
- Existing staff skills level
- Productivity/level of growth

## **2. Understand the importance of the effective use of physical resources**

#### Monitoring and management of physical resources

- Buying and ordering systems
- Schedules
- Preferred suppliers
- Just-in-time management
- Stock control systems

#### Impact of resource wastage

- Financial costs, reduced profits

- Need for disposal of excess/out of date stock
- Poor image e.g. public outcry at waste
- Goods not delivered/manufactured/supplied
- Loss of customer base
- Delays in production
- Environmental damage

#### Waste used as a resource

- Examples include, straw used as a fuel, biomass, concrete (building waste) used to create insulation materials (Rockwool)

#### Resource wastage

- Technological failures, for example NHS computer system, fire service control centre, system, MOD procurement system
- Human failures

#### The business case

- Business profile/image
- Marketing advantage, competitor advantage
- Ethical and sustainable reasons

### **3. Understand how to use human resources effectively**

#### Human resource planning

- Respond to change – in the organisation, to external factors
- Staff turnover
- Forecasting HR requirements
- Responding to employment trends
- At micro level – to organise staff e.g. terms of employment, staff rotas, holidays

#### Monitoring and improving employee performance

- Key performance indicators (KPIs)
- Appraisals
- Statistics e.g. sales figures
- Targets
- Customer feedback
- Training – internal and external

#### Reward systems

- Performance related pay
- Bonuses
- Advancement/promotion
- Status
- Share options

#### Employee engagement

- Training; personal development
- Working environment
- Work/life balance

- Flexible working
- Social events; subscription to sports facilities

#### **4. Understand how to review the effective use of resources**

Data on employee performance

- Absenteeism; sickness
- Statistics e.g. sales figures
- Performance against targets
- Customer feedback, levels of positive and negative feedback/complaints, levels of returns
- Repeat sales

Data on utilisation of physical resources

- Budget restraints
- Statistics e.g. sales figures
- Performance against targets
- Customer feedback, levels of positive and negative feedback/complaints, levels of returns
- Repeat sales
- Targets
- Key performance indicators (KPIs)

Examples of organisations where resource management practices have contributed to business success or failure

- Amazon
- Sports direct
- Carillion
- Capita
- Ryanair

#### **Suggested Resources**

Armstrong M. & Taylor S., 2020, Armstrong's Handbook of Human Resource Management Practice, Kogan Page

Carbery R., 2018, Human Resource Management, Red Globe Press

Paton S., Clegg B., Hsuan J. & Pilkington A., 2020, Operations Management, McGraw Hill

Slack N., 2019, Operations Management, Pearson

<b>Unit 6 The Marketing Mix</b>			
<b>Unit Aims</b>	To develop an understanding of the seven elements of the marketing mix and how they relate to one another, including how digital and social media marketing relate to each element.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	L/650/5060		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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 must use real life examples to illustrate the points which are made. Learners may need guidance to choose suitable contexts for analysis.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
1. Understand the elements of the marketing mix	1.1 Explain the use of the seven elements of the marketing mix 1.2 Analyse the relationship between the different elements of the marketing mix	1M1 Evaluate the role of different elements of marketing mix for a chosen product or service	1D1 Assess the impact of adjusting one element of the marketing mix on the other elements of the marketing mix
2. Understand the application of the marketing mix	2.1 Analyse the application of a co-ordinated marketing mix for a chosen product or service 2.2 Analyse the benefits of a co-ordinated marketing mix	<b>LO1 and LO2</b> 2M1 Assess the success of the marketing mix used for a chosen product or service	

<p>3. Understand digital elements of the marketing mix</p>	<p>3.1 Explain the digital tools and techniques available to include within the marketing mix</p> <p>3.2 Analyse the use of digital marketing tools and techniques for a chosen product or service</p> <p>3.3 Assess the benefits of digital marketing</p>		<p>3D1 Evaluate the marketing mix including digital elements for a chosen product or service</p>
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## Indicative Content

### 1. Understand the elements of the marketing mix

#### Product

- Features and benefits of products or services
- Product and service information and descriptions are provided to potential customers
- Comparison against features and benefits of competitor products and services
- Importance of having the right product or service which is of interest to customers
- Use of marketing mix at each stage of Product Life Cycle
- Creating lifetime value to a customer by using the Customer Life Cycle – targeting needs at different life stages

#### Price

- Use of pricing to reflect the perceived value of the benefits of a product to the buyer
- Use of pricing to offset the costs of product manufacturing and/or service delivery
- Different pricing strategies: penetration pricing, economy pricing, price skimming, psychological pricing, product line pricing, optional pricing, captive product pricing, product bundle pricing, promotional pricing, geographical pricing, premium pricing.

#### Place (distribution channels)

- chain of distribution channel: wholesalers, retailers, distributors, internet
- direct channel (end consumer buys straight from manufacturer)
- indirect channel (end consumer buys from wholesaler or retailer)
- types of distribution of products and services for market coverage: intensive distribution, selective distribution, exclusive distribution.
- Advantages of using a direct marketing channel (personal feel of market due to direct contact, easy to adapt to changes required thanks to immediate customer feedback, can control product pricing)

#### Promotion

- Functions of promotion: persuade, remind, inform, sell, respond to competition, increase market share
- Promotion of corporate identity

## Process

- Process activities: technological, manufacturing, electronic (electronic point-of-sale (epos); barcodes, checkouts, loyalty cards), direct (at customer interface), indirect (before, during and after customer interface)
- How process leads to customer focus (customer retention, cross-selling, tailor process to needs of different individuals)

## People

- Importance of recruiting the right people to become customer facing staff
- How people underpin customer relationship between the business and the consumer. (People buy from people), relationships can add value to transactions, people provide expertise on business and its products and services and ask questions to ascertain customers' needs and wants
- Importance to the business of training customer-facing and non-customer-facing staff (increase knowledge and skills; add value by offering technical support, expertise and advice; support sales, marketing and customer service processes; represent the business and build its reputation, ensure seamless transactions and customer service).

## Physical evidence

- Physical environment
- Ambience
- Spatial layout
- Corporate branding: signs, symbols, artefacts; packaging, webpages, brochures, uniforms, business cards.

## Relationship between elements

Relationship between elements and effects of adjusting one element of a product or service on other elements e.g.

- Product: changes may affect cost which in turn affects price, changes in quality may affect pricing and distribution, items that have to be tried out sell better in shops etc.
- Price: changes marketing strategy, affects demand and sales, impacts on cash flow and can impact perception of quality
- Place: online distribution may need different information, cheaper/more expensive items may sell in different outlets
- Promotion: discounting/buy one get one free offers not usually suitable for more expensive products, national campaigns require product to be available nationally
- Process: fresh products need short order to delivery times, efficient processes provide better customer service which make products more desirable and can affect price
- People: provide better customer service which can make products more desirable and can affect price
- Physical evidence: presence and branding makes product more visible; branding may make products more desirable; high quality branding may allow higher price to be set
- Identifying and relating elements within an organisation

## 2. Understand the application of the marketing mix

- Analysing marketing mix within organisations: identify a product or service, research and establish each element
- Benefits: supports understanding of products/services and customers, helps planning, helps businesses focus on strengths, helps business avoid unnecessary costs, support efficiency because of whole organisation focus, guide for allocating resources and responsibilities, facilitates communication

## 3. Understand digital elements of the marketing mix

### Digital tools

- Search marketing
- Social media marketing
- Digital advertising
- Digital PR
- Digital partnerships
- Digital messaging

### Digital media can be:

- Paid for e.g. pay per click, paid social media, online adverts, affiliate marketing, external email push
- Owned media – in house e.g. guest blogging, customer reviews, website advertising
- Earned media e.g. sponsorship, earned mentions, influencer, partner emails

### Examples of uses

- *Product* – opportunities offering digital products as core products or add-ons such as customer service, advice etc.
- *Price* – new pricing models and strategies including online discounts
- *Place* – for example using affiliate or co-marketing
- *Promotion* – marketing techniques such as search, email and social media marketing
- *People, process and physical evidence* – improving customer service via Livechat and online knowledge bases

## Suggested Resources

Jobber, D. & Ellis-Chadwick, F., 2012, Principles and Practice of Marketing, Maidenhead: McGraw-Hill

Ghuri N. and Cateora, P., 2021, International Marketing, McGraw Hill Education: Maidenhead

Grocutt J. & Hopkins C., 2015, Marketing (Business Briefings), London: Palgrave Macmillan

Simkin, L., Pride, W., Ferrell, D. and Dibb, S., 2019, Marketing Concepts and Strategies, Cengage Learning

<b>Unit 7 Corporate Social Responsibility</b>			
<b>Unit Aims</b>	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.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	M/650/5061		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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 must use real life examples to illustrate the points which are made. Learners will need to agree with tutors appropriate organisations and countries on which to base their study. Tutors need to ensure the organisations chosen are suitable. SMEs are recommended as larger organisations are often too complex and accessing the information required can be challenging. This is particularly important in LO3.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
1. Understand current corporate social responsibility issues facing business	1.1 Explain the regulatory framework for CSR in a named country 1.2 Analyse environmental issues in CSR 1.3 Analyse social and community issues in CSR		1D1 Assess changing attitudes to CSR
2. Understand the impact of corporate social responsibility policy on different stakeholders	2.1 Assess the benefits of CSR to employees and senior managers 2.2 Analyse the impact of CSR on the supply chain 2.3 Explain how a CSR policy impacts		

	external stakeholders	<b>LO2 and LO3</b>	
3. Can make recommendations for responsible business practice	3.1 Review the CSR policy of a specific organisation 3.2 Make recommendations for responsible business practice to benefit different stakeholders 3.3 Evaluate the potential impact of recommendations on business performance		3M1 Analyse the potential conflicts between the needs and expectations of different stakeholders when introducing responsible business practice  3D1 Evaluate the success of a chosen organisation in managing CSR issues

## Indicative Content

### 1. Understand current corporate social responsibility issues facing business

#### Issues relating to CSR

- Definition of CSR
- Behaving responsibly
- Contributing to a better society
- Integrating social and environmental concerns in business
- Supporting local businesses
- Supporting developing countries
- Fair trade
- The Triple Bottom Line – people, planet and profit
- Voluntary nature

#### Regulatory frameworks

- ISO 26000 Social responsibility – voluntary guidance
- Environmental protection
- Health and safety legislation
- Human rights legislation
- Compliance with employment legislation

#### Environmental issues

- Recycling policies
- Sustainability
- Use of packaging
- Logistics of delivery, congestion
- Use of scarce resources
- Pollution
- Carbon footprint

### Economic and political issues

- Location of suppliers
- Supporting local business
- Supporting developing countries
- Fair trade
- Non-acceptance of global agreements

### Social and community issues

- Employing socially disadvantaged and disabled people
- Sponsorship
- Encouraging education and training
- Volunteering
- Social enterprise
- Response to pressure groups
- Effectiveness of voluntary practice.

### Changing attitudes

- Opportunity for growth
- Opportunity to engage with customers
- Committed leadership
- Opportunity for innovation

## **2. Understand the impact of corporate social responsibility policy on different stakeholders**

### Impact on employees

- Improved working conditions
- Reduced discrimination
- Compliance with legislation
- Whistleblowing policy
- Feel-good factor

### Impact on senior managers

- Improved sales
- Improved profits
- May align with personal values and so increase satisfaction
- May be seen as an increase in workload
- Conflicts of interest between stakeholders
- Competitive edge

### Impacts on supply chain

- Ethics in production
- Responsible sourcing
- Reduced transport costs
- Reduced carbon footprint
- Use of technology in supply chain management

#### Impact on customers

- Increased customer engagement
- Increased satisfaction
- Increase in loyalty
- Higher prices, but often willing to pay more for ethical products

#### Impact on other external stakeholders

- Increased confidence in the business
- Positive messages to potential investors
- More willing to invest in the business
- More successful business as a result of CSR offers greater return on investments
- Increased reputation by association

#### Conflicts between stakeholders

- Using profit for shareholder dividends versus reinvestment
- Disagreement over CSR approach
- Disagreement over chosen environmental/social areas supported

### **3. Make recommendations for responsible business practice**

#### Examples of businesses

- Manufacturing
- Financial services
- Hospitality
- Retail
- Not for profit

#### Changes to CSR policy

- Adapting business practice
- Ethical leadership
- Ethics in production and sales
- Engaging in corporate philanthropy
- Codes of conduct
- Environmental reporting

#### Different stakeholders

- Customers
- Shareholders
- Owners
- Suppliers
- Local and non-local communities

#### Impact of changes on business performance

- Enhanced public image
- Increased sales/profits
- Risk management
- Competitive edge

- Improved recruitment and retention of staff
- Increased costs
- Increased prices
- Need to develop ethical policies
- Enhanced brand differentiation
- Customers willingness to pay more for ethical products
- Shareholders' return on investment

### **Suggested Resources**

Blowfield M. et al., 2019, Corporate Social Responsibility, OUP

Doppelt B. (2015). Leading Change Towards Sustainability. London: Routledge.

Grayson D., 2022, The Sustainable Business Handbook: A Guide to Becoming More Innovative, Resilient and Successful, Kogan Page

Young S. et al., 2013, Sustainability: Essentials for Business, Sage

<b>Unit 10 Customer Relationship Management</b>			
<b>Unit Aims</b>	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. Learners will also gain an understanding of loyalty schemes and have an opportunity to make improvements to CRM.		
<b>Unit Level</b>	4		
<b>Unit Code</b>	Y/650/5064		
<b>GLH</b>	60		
<b>Credit Value</b>	15		
<b>Unit Grading Structure</b>	Pass-Merit-Distinction		
<b>Assessment Guidance</b>	<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 required to carry out research into customer relationship management and, for LO4, produce a plan for a specific organisation.</p> <p>Learners will need to agree with tutors appropriate organisations on which to base their study. Tutors need to ensure the organisations chosen are suitable. SMEs are recommended as larger organisations are often too complex and accessing the information required can be challenging. This is particularly important in LO4.</p> <p>Learner work should be illustrated with real world examples and should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
The learner will demonstrate that they:	The learner can:		
	<b>P</b>	<b>M</b>	<b>D</b>
1. Understand the importance of customer relationship management (CRM) to business	1.1 Explain the key features of customer relationship management 1.2 Analyse the benefits of good customer relationship management to business		
2. Understand how effective customer relationship management is achieved	2.1 Evaluate the processes necessary for achieving effective customer relationship management		2D1 Analyse the impact of employee engagement with CRM on customer

	<p>2.2 Assess the role of staff in achieving effective customer relations experiences</p> <p>2.3 Assess the role of external stakeholders in achieving effective customer relations</p>	<p><b>LO1 and LO2</b></p> <p>2M1 Evaluate the methods used to measure customer satisfaction</p>	<p>relations experiences</p>
<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</p> <p>3.2 Explain how the information gained is used to inform segmentation and other CRM decisions</p>		<p>3D1 Evaluate methods used to segment customers as part of a customer relationship management process in a named organisation</p>
<p>4. Can plan improvements to customer relationship management in a named organisation</p>	<p>4.1 Review customer relationship management in an organisation</p> <p>4.2 Propose improvements to processes and staff roles for customer relationship management</p> <p>4.3 Plan for the implementation of improvements</p>	<p>4M1 Obtain feedback on your plan and make amendments</p>	

## Indicative Content

### 1. Understand the importance of customer relationship management (CRM) to business

#### Key features

- Definition e.g. strategies to learn more about customers and improve relationships with them
- Collecting customer information
- Systems to store customer information
- Access to information for appropriate personnel
- Analysis of customer behaviour
- Use of data to inform marketing, customer service and quality systems

## Benefits

- Increased profits
- Competitive advantage
- Increased sales due to better understanding of customer requirements
- Effective marketing targeted at known customer profiles
- Personalised approach to customers
- Increased customer satisfaction
- Increased customer retention

## Measuring customer satisfaction

- Formal/informal
- repeat business, customer loyalty
- Net Promoter Score (NPS)
- Customer feedback
- Complaints

## **2. Understand how effective customer relationship management is achieved**

### Processes

- Creating a customer culture
- Collecting and processing customer information
- Making systems customer based
- Supporting with effective IT
- Complaints procedures

### Staff

- Senior management
- IT managers
- Operational managers
- Front line
- Administration

### Staff Roles

- Determination of aims and objectives of CRM
- Choice of system
- Implementation and management of system
- Liaison with software suppliers
- Analysis and use of data
- Implementing customer service policies and processes
- Understanding of customer service as a key responsibility
- Role model
- Training

### External stakeholders

- Shareholders
- Suppliers
- Community groups
- Customers

#### External stakeholder roles

- Agreeing strategies
- Reporting
- Sharing information
- Complying with customer service policies
- Acting in partnership
- Giving feedback

#### Impact of employee engagement with CRM

- Increased job satisfaction
- Increased productivity/efficiency
- Better service
- Satisfied customers/repeat business

### **3. Understand the use of loyalty schemes in customer relationship management**

#### Information from loyalty schemes

- Purchasing habits
- Opinions
- Preferences
- Profiles of customers

#### Use of information

- Targeting groups of customers
- Product development to meet customer needs
- Adapting marketing mix
- Personalising marketing
- Choice of media for promotion

#### Segmentation by

- Geography
- Products purchased
- Stage in family lifecycle
- Loyalty
- Consumer spends

### **4. Plan improvements to customer relationship management in a chosen organisation**

#### Review

- Systems in use
- Current role of staff
- Service policies in use
- Quality benchmarks used
- Quality of customer service
- Available data on customer satisfaction

#### Potential improvements to processes

- New software systems
- Customer service policies
- Working towards recognised quality standards
- Introduction of mystery shoppers
- Introduction of a CSR department

Potential improvements to the role of staff

- Recruitment of right staff
- Training
- Clear vision and mission
- Appropriate access to customer data

Obtain feedback from

- colleagues
- customers
- managers

### **Suggested Resources**

Buttle F. et al., Customer Relationship Management: Concepts and Technologies, Oxford: Routledge

Henry K., 2021, Define and Deliver Exceptional Customer Service: Proven Strategies to Maximize Your Profits

Toister J., 2017, The Service Culture Handbook: A Step-by-Step Guide to Getting Your Employees Obsessed with Customer Service