

Level 7 Extended Diploma in Healthcare Management is a 120 credit course

| Unit Title | Level | Credit | GLH |
|--|-------|--------|-----|
| Mandatory Units | | | |
| 7.1 Managing Finance in the Public Sector | 6 | 10 | 40 |
| 7.2 Developing Organisational Vision and Strategic Direction | 7 | 15 | 60 |
| 7.3 International Health Policy | 6 | 15 | 60 |
| 7.4 Organisational Behaviour | 7 | 15 | 60 |
| 7.5 Research for Senior Managers | 7 | 25 | 60 |
| 7.6 Manage Continuous Organisational Improvement | 7 | 15 | 60 |
| Optional Units (Learner must choose two units from below) | | | |
| 7.7 Managing Quality and Service Delivery | 6 | 10 | 40 |
| 7.8 Leading Organisational Equality and Diversity | 6 | 10 | 40 |
| 7.9 Sustainable Business Strategy | 7 | 10 | 40 |
| 7.10 Programme Leadership | 7 | 10 | 40 |
| 7.11 Corporate Communication Strategies | 7 | 10 | 30 |
| 7.12 Strategic Resource Management | 7 | 15 | 60 |
| 7.13 Risk Management | 6 | 10 | 40 |
| 7.14 Management Stakeholder Engagement | 6 | 10 | 40 |
| 7.15 Project Management | 6 | 15 | 60 |
| 7.16 Human Resource Management | 6 | 15 | 60 |



Unit Format

Each unit of level 6 courses is presented in a standard format. This format provides guidance on the requirements of the unit for learners, tutors, assessors and external verifiers.

Each unit has the following sections:

Unit Title

The unit title reflects the content of the unit. The title of each unit completed will appear on a learner's statement of results.

Unit Aims

The unit aims section summarises the content of the unit.

All units and courses have a level assigned to them which represents the level of achievement. The level of each unit is informed by the level descriptors.

Credit Value

The credit value is the number of credits that may be awarded to a learner for the successful achievement of the learning outcomes of a unit.

Assessment Criteria

The assessment criteria describe the requirements a learner is expected to meet in order to demonstrate that the learning outcome has been achieved. Command verbs reflect the level of the course.

7.1 Managing Finance in the Public Sector

Unit Aims

To provide the skills and techniques to analyse and control finance in a public sector environment.
To explain accountability for public sector finance

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| Unit Level | 6 | Credit Value | 10 |
| GLH | 40 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand accountability in the context of public sector finance | 1.1 | Analyse the different organisations in the public sector |
| | | 1.2 | Assess the accountability of public sector managers in relation to finance |
| | | 1.3 | Analyse financial information reported for different public sector organisations |
| 2 | Understand how to use financial information for decision-making and control | 2.1 | Analyse the financial information available and evaluate its use for decision making and control |
| | | 2.2 | Assess areas to be mentioned and demonstrate how this can be achieved |
| | | 2.3 | Analyse different types of financial decisions to be made and demonstrate techniques to support decision making |
| 3 | Understand how to manage a public sector tender process | 3.1 | Determine process by which projects are put out to tender |
| | | 3.2 | Analyse how public sector tenders are evaluated and suitable suppliers selected |

7.2 Developing Organisation Vision and Strategic Direction

Unit Aims

To provide the skills and techniques to analyse and control developing organisation vision and Strategic Direction

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| Unit Level | 7 | Credit Value | 15 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand how to develop a vision for an organisation | 1.1 | Assess the role of key stakeholders in relation to the vision |
| | | 1.2 | Analyse factors that will impact on the organisation and its vision |
| | | 1.3 | Create a vision for an organisation |
| | | 1.4 | Determine the strategic direction for the organisation |
| 2 | Understand how to communicate the vision to stakeholders | 2.1 | Analyse methods to communicate the vision to engage and inspire others within the organisation |
| | | 2.2 | Assess how to build support for the vision within the organisation |
| | | 2.3 | Assess ways of communicating the vision to external stakeholders |
| 3 | Understand how to implement the vision and strategic direction within the organisation | 3.1 | Analyse leadership behaviour to promote the vision within the organisation |
| | | 3.2 | Assess how the vision can be embedded within the organisation |
| | | 3.3 | Translate vision into organisational objectives to set strategic direction |
| | | 3.4 | Outline the strategic planning process for an organisation |

7.3 International Healthcare Policy

Unit Aims

This unit is designed to enable learners to become confident using research techniques and methods. It addressed the elements that make up formal research including the proposal, a variety of research methodologies, action planning, carrying out the research itself and presenting the findings. To complete the unit satisfactorily, learners must also understand the theory that underpins formal research.

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| Unit Level | 6 | Credit Value | 15 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand healthcare policy formation in an international context | 1.1 | Analyse approaches to healthcare policy formation in international contexts |
| | | 1.2 | Critically assess the influence of funding on policy formation in a national context |
| | | 1.3 | Critically evaluate healthcare policy in one national context |
| 2 | Be able to implement the research project within agreed procedures and to specification | 2.1 | Assess the impact of culture on healthcare |
| | | 2.2 | Assess the impact of society on healthcare |
| | | 2.3 | Evaluate the cultural and social impact on an attitudes towards healthcare on one national context |
| 3 | Understand healthcare provisioning | 3.1 | Describe how healthcare policy is translated into practice in international context |
| | | 3.2 | Analyse the organisations involved in healthcare on a national and international level |
| | | 3.3 | Explain the structure of healthcare delivery in a chosen national context |
| | | 3.4 | Analyse practical barriers to provision of healthcare in national context |
| 4 | Understand the role of public health and health promotion in the provision of healthcare services | 4.1 | Assess national and international socio-political issues in the promotion of public health |
| | | 4.2 | Analyse the impact of international campaigns and national policies on the demand of healthcare |
| | | 4.3 | Evaluate the role of health promotion in determining healthcare service demand in a national setting |
| 5 | Understand contemporary issues in healthcare | 5.1 | Identify contemporary issues in healthcare |
| | | 5.2 | Evaluate the impact of issues on national and international policy |
| | | 5.3 | Evaluate practical responses to contemporary issues in the national and international context |

7.4 Organisational Behaviour

Unit Aims

This unit is designed to enable learners to become confident using research techniques and methods. It addressed the elements that make up formal research including the proposal, a variety of research methodologies, action planning, carrying out the research itself and presenting the findings. To complete the unit satisfactorily, learners must also understand the theory that underpins formal research.

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| Unit Level | 6 | Credit Value | 15 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand effective leadership behaviour theory and practice | 1.1 | Evaluate leadership theories |
| | | 1.2 | Evaluate the impact of managerial styles on organisational effectiveness |
| | | 1.3 | Analyse how motivational theory can inform employee motivation |
| | | 1.4 | Analyse theories relating to work relationships and interaction |
| 2 | Understand how organisational structures and culture impact on the effectiveness of the organisation | 2.1 | Analyse the characteristics of different organisational |
| | | 2.2 | Evaluate the relevance of organisational culture theory in developing organisational effectiveness |
| | | 2.3 | Analyse the culture and structure of one organisation and evaluate how they impact on its effectiveness |
| 3 | Understand how the organisation can improve employee effectiveness to respond to business opportunities | 3.1 | Analyse how organisation can facilitate innovation and creativity |
| | | 3.2 | Assess the importance of learning in organisations |
| | | 3.3 | Evaluate the effectiveness of team working |
| | | 3.4 | Analyse the effective management of change in organisations |
| 4 | Understand organisational decision making | 4.1 | Analyse approaches to organisational decision making |
| | | 4.2 | Assess management approaches to risk and uncertainty in decision making |
| | | 4.3 | Evaluate the effectiveness of organisational decisions in a specific organisation |

7.5 Research for Senior Managers

Unit Aims

Learners will be required to carry out and present research on a strategic issue

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| Unit Level | 7 | Credit Value | 25 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Be able to develop an appropriate research question for a business research project | 1.1 | Identify a suitable area of research |
| | | 1.2 | Explain the aim, scope and objectives of the project |
| | | 1.3 | Establish success criteria for the research |
| | | 1.4 | Develop a detailed research question |
| | | 1.5 | Justify the choice of research question |
| 2 | Be able to develop a research proposal | 2.1 | Evaluate research techniques to assess their suitability for the project |
| | | 2.2 | Select suitable research techniques |
| | | 2.3 | Develop a detailed research proposal |
| 3 | Be able to undertake a literature review | 3.1 | Identify sources of information and literature relevant to the research question |
| | | 3.2 | Critically review literature to inform the development of the research proposal or the research project |
| | | 3.3 | Record and report literature review in an appropriate format for the project |
| 4 | Be able to use data and information collection and analysis techniques | 4.1 | Collect and analyse data and information to inform research |
| | | 4.2 | Synthesise data and information to support results and conclusions of research |
| 5 | Be able to present research with conclusions and make recommendations based on research carried out | 5.1 | Summarise findings of research project |
| | | 5.2 | Draw conclusions and identify any recommendations from research findings |
| | | 5.3 | Present research in a suitable format |

7.6 Manage Continuous Organisational Improvement in Healthcare

Unit Aims

To develop the knowledge and skills required to create a culture of continuous improvement and to manage Change for improvement within a healthcare organisation.

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| Unit Level | 7 | Credit Value | 25 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand how to create a culture of continuous improvement in healthcare | 1.1 | Analyse features of organisations that encourage and allow continuous improvement |
| | | 1.2 | Analyse leadership and management styles that facilitate continuous improvement |
| | | 1.3 | Analyse features of the learning organisation |
| | | 1.4 | Analyse approaches to introduce and embed change within an organisation |
| | | 1.5 | Analyse approaches to quality improvement |
| 2 | Be able to analyse opportunities for improvement to organisational activities | 2.1 | Assess sources of information likely to identify opportunities for Improvements |
| | | 2.2 | Analyse information to identify areas for improvement |
| | | 2.3 | Assess the impact of proposed changes to organisational activities |
| | | 2.4 | Evaluate proposed changes to organisational activities |
| 3 | Be able to plan and lead change within a healthcare organisation | 3.1 | Determine changes required to introduce improvements to organisational activities |
| | | 3.2 | Agree proposed changes with stakeholders |
| | | 3.3 | Produce a plan for the proposed changes and communicate to stakeholders |
| | | 3.4 | Design systems and procedures to support the changes |
| | | 3.5 | Review the change process for an organisation |

7.7 Managing Quality and Service Delivery

Unit Aims

To introduce the learner to quality management and delivery of excellent customer service. To develop skills in performance and quality measurement and management. (For public service of healthcare management programmes the unit can be delivered in context)

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| Unit Level | 6 | Credit Value | 10 |
| GLH | 40 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand how to identify and meet stakeholder needs in service delivery | 1.1 | Identify stakeholder groups and their expectations for service delivery |
| | | 1.2 | Assess the impact of poor service quality for the organisation and stakeholders |
| | | 1.3 | Analyse how stakeholder needs are met |
| 2 | Understand how to manage quality of service delivery | 2.1 | Analyse the concepts of quality and quality standards in relation service delivery |
| | | 2.2 | Evaluate approaches to quality management in service delivery |
| | | 2.3 | Explain how quality standards are set and monitored |
| 3 | Understand how to promote continuous improvement of service delivery | 3.1 | Analyse the concept of continuous improvement in service delivery |
| | | 3.2 | Evaluate the need for continuous improvement in service delivery |
| | | 3.3 | Explain how continuous improvement can be implemented |

7.8 Leading Organisational Equality and Diversity

Unit Aims

To develop an understanding of the importance of managing equality and diversity within the organisation.
To develop the skills to lead the approach to equality and diversity within an organisation

Assessment Guidance

Assessment is by internal assignment .

Learning Outcomes ·The learner will:

Assessment Criteria The learner can:

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| 1 | Understand the importance of effectively managing equality and diversity | 1.1 | Analyse the legal requirements relating to equality within the organisation and in the organisation's relationships with others |
| | | 1.2 | Evaluate the implications of guidance and codes of practice relating to equality and diversity in specific industry sectors |
| | | 1.3 | Analyse the implications of equality and diversity for the organisation |
| | | 1.4 | Analyse the needs and expectations of stakeholders in relation to an organisation's policy on equality and diversity |
| 2 | Understand the dynamics of leading and managing equality and diversity in an organisation | 2.1 | Determine how to gain commitment to equality and diversity within an organisation |
| | | 2.2 | Analyse policies and procedures that need to be in place to promote equality and diversity |
| | | 2.3 | Evaluate methods of communicating commitment, policies and procedures to relevant organisational stakeholders |
| | | 2.4 | Assess how to address equality and diversity issues |
| | | 2.5 | Analyse methods to review and monitor equality and diversity |
| | | 2.6 | Determine how to reach diverse stakeholder groups |

7.9 Sustainable Business Strategy

Unit Aims

This unit provides the learner with an understanding of the effect of legislation and global integration on decisions, policies, processes and activities undertaken by organisations. It aims to raise awareness of sustainable development issues and how they impact on the strategic development of the business.

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| Unit Level | 7 | Credit Value | 15 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the global sustainability agenda | 1.1 | Analyse the global sustainability agenda and how it translates into national practice |
| | | 1.2 | Analyse the forces for change in the sustainable business environment |
| | | 1.3 | Evaluate the impact of current sustainability issues on healthcare organisations |
| 2 | Understand the concept of the sustainable business organisation | 2.1 | Determine the extended boundaries of the sustainable healthcare organisation |
| | | 2.2 | Evaluate impact on business structure and objectives of becoming a sustainable healthcare organisation |
| 3 | Understand sustainable strategic planning | 3.1 | Determine change required within healthcare organisations to meet sustainability agenda |
| | | 3.2 | Analyse the concept of the triple bottom line and how it is implemented in healthcare organisations |
| | | 3.3 | Review the process of sustainable strategic business planning |
| # 4 | Understand the wider implications and effects of global integration on organisations | 4.1 | Explain the effects of globalisation on national economies |
| | | 4.2 | Discuss the influence of international institutions on organisations |
| | | 4.3 | Explain the role and responsibility of European Union membership on the workplace |
| 5 | Understand the effects of environmental legislation, directives and guidance on organisations | 5.1 | Discuss the economics of adopting a policy of environmental awareness in organisations |
| | | 5.2 | Explain the actions that need to be taken by organisations to maintain the environment |
| | | 5.3 | Describe the measures that exist to improve workplace health and safety practice |

7.10 Programme Leadership

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| Unit Aims | | | |
| To develop the skills to be able to manage a programme of related projects and critically evaluates elements of the programme. | | | |
| Unit Level | 7 | Credit Value | 10 |
| GLH | 40 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Be able to plan and agree a programme of related projects that support the strategic plans of an organisation | 1.1 | Analyse business strategy to identify programme objectives and benefits |
| | | 1.2 | Negotiate with identified stakeholders to establish a range of projects to deliver programme benefits |
| | | 1.3 | Plan and agree programme with programme management group |
| 2 | Be able to lead a programme of related projects | 2.1 | Lead the co-ordination of projects within a programme |
| | | 2.2 | Manage programme resources to achieve project and programme objectives |
| | | 2.3 | Review and monitor projects and address any issues that arise |
| | | 2.4 | Report programme progress and results to stakeholders |
| | | 2.5 | Close down projects and programme |
| 3 | Be able to evaluate a programme of related projects | 3.1 | Assess the success of projects with project managers |
| | | 3.2 | Review the success of the programme in delivering benefits and meeting objectives |
| | | 3.3 | Analyse areas for future improvement in programme management and leadership |

7.11 Corporate Communication Strategies

Unit Aims

Corporate communication is closely linked to business objectives and strategies. It is the processes an organisation uses to communicate all its messages to key stakeholders. It encodes and promotes a strong corporate culture, a coherent corporate identity, an appropriate and professional relationship with the media, and quick, responsible ways of communicating in a crisis. It is essential if organisations are to inform and influence external stakeholders, including their customers, and harness the efforts of all internal stakeholders towards the successful accomplishment of organisational objectives.

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| Unit Level | 7 | Credit Value | 15 |
| GLH | 60 | Unit Grading Structure | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the importance of corporate communication | 1.1 | Discuss the purpose of corporate communication strategies |
| | | 1.2 | Assess how corporate communications link to corporate objectives |
| | | 1.3 | Analyse the relationship between corporate communication and corporate branding |
| 2 | Be able to conduct an internal corporate communications audit | 2.1 | Plan an internal corporate communications audit |
| | | 2.2 | Conduct an internal corporate communications audit |
| | | 2.3 | Critically evaluate the effectiveness of current levels of practice |
| 3 | Be able to conduct an external corporate communications audit | 3.1 | Plan an external corporate communications audit |
| | | 3.2 | Conduct an external corporate communications audit |
| | | 3.3 | Critically evaluate the effectiveness of current levels of practice |
| 4 | Be able to plan the development of a corporate communication strategy | 4.1 | Plan the objectives of a corporate communication strategy |
| | | 4.2 | Select the audiences to influence with a corporate communications strategy |
| | | 4.3 | Plan appropriate measures to monitor a planned corporate communications strategy |

7.12 Strategic Resource Management

Unit Aims

The Aim of this unit is to understand how the corporate communication works. Furthermore, to understand the Corporate communications audit works.

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| Unit Level | 7 | Credit Value | 15 |
| GLH | 60 | Unit Grading Structure | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the role of human resource management in supporting business strategy | 1.1 | Investigate how human resource management contributes to the achievement of organisational objectives |
| | | 1.2 | Critically evaluate the role of human resource management within an organisation |
| | | 1.3 | Appraise the processes that an organisation uses to plan its human resource requirements |
| 2 | Know how to Develop Human resource in organisations | 2.1 | Evaluate the recruitment and retention strategies used in an Organisation |
| | | 2.2 | Critically assess the techniques that are used for employee development in an organisation development in an organisation |
| | | 2.3 | Evaluate the contribution of human resource development techniques in ensuring employee engagement |
| | | 2.4 | Systematically analyse the effectiveness of human resource management strategies in supporting organisational Strategy |
| 3 | Understand the role of physical resource management in supporting business strategy. | 3.1 | Investigate how physical resource management contributes to the achievement of organisational objectives. |
| | | 3.2 | Critically evaluate the role of physical resource management within an organisation. |
| | | 3.3 | Systematically appraise the processes that an organisation uses to plan its physical requirements. |
| 4 | Understand the Role of marketing in supporting Business Strategy | 4.1 | Investigate how marketing activities contribute to the achievement of organisational objectives. |
| | | 4.2 | Critically evaluate the role of marketing operations within an organisation. |
| | | 4.3 | Systematically appraise the processes that an organisation uses to develop its markets. |
| 5 | Understand the role of information system management in supporting business strategy | 5.1 | Investigate how information systems management contributes to the achievement of organisational objectives. |
| | | 5.2 | Critically evaluate the role of information systems management within an organisation. |
| | | 5.3 | Systematically appraise the processes that an organisation uses to plan its information systems requirements |

7.12 Strategic Resource Management

Unit Aims

To raise business risk awareness and develop skills to assess, monitor and control business risks in healthcare. To develop an appreciation of the implications of business risks.

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| Unit Level | 7 | Credit Value | 15 |
| GLH | 60 | Unit Grading Structure | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the risk management function in Healthcare Management | 1.1 | Examine the role of the risk management function in Healthcare Management |
| | | 1.2 | Assess the role of business functions in the management of risk |
| 2 | Understand how business risk is assessed and managed | 2.1 | Analyse the risk assessment process |
| | | 2.2 | Evaluate approaches to managing risk |
| | | 2.3 | Examine the risk management process |
| 3 | Understand the effects of business risks and how they can be managed in healthcare environment | 3.1 | Analyse the main drivers of business risk |
| | | 3.2 | Appraise the impact of different types of risk for a Healthcare Management organisation |
| | | 3.3 | Assess which business areas are high risk |
| | | 3.4 | Analyse risk management strategies |
| 4 | Understand approaches to crisis management and business continuity planning in healthcare | 4.1 | Critically evaluate approaches to crisis management and business continuity planning |
| | | 4.2 | Analyse the vulnerability of businesses to breaks in continuity |

| 7.13 Risk Management | | | |
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| Unit Aims | | | |
| To raise business risk awareness and develop skills to assess, monitor and control business risks. To develop an appreciation of the implications of business risks. | | | |
| Unit Level | 6 | Credit Value | 15 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the risk management function in business | 1.1 | Examine the role of the risk management function in business |
| | | 1.2 | Assess the role of business functions in the management of risk |
| 2 | Understand how business risk is assessed and managed | 2.1 | Analyse the risk assessment process |
| | | 2.2 | Evaluate approaches to managing risk |
| | | 2.3 | Examine the risk management process |
| 3 | Understand the effects of business risks and how they can be managed | 3.1 | Analyse the main drivers of business risk |
| | | 3.2 | Appraise the impact of different types of risk for a business organisation |
| | | 3.3 | Analyse risk management strategies |
| 4 | Understand approaches to crises and | 4.1 | Critically evaluate approaches to crises management |
| | | 4.2 | Analyse the vulnerability of businesses to breaks in continuity management and business continuity planning |

7.14 Managing Stakeholder Engagement

Unit Aims

To develop the skills, knowledge and attitude to engage with stakeholders. To learn how to manage stakeholders throughout a project or, more generally, for an organisation. The unit is suitable for anyone who needs to deal with stakeholders particularly in relation to public sector organisations

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| Unit Level | 6 | Credit Value | 10 |
| GLH | 40 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the risk management function in business | 1.1 | Analyse stakeholders and their needs and expectations for either an organisation or project |
| | | 1.2 | Evaluate and map stakeholder relationship |
| | | 1.3 | Assess the importance of stakeholder engagement |
| 2 | Understand how business risk is assessed and managed | 2.1 | Analyse methods to engage stakeholders to validate the implementation of policies |
| | | 2.2 | Develop a communications strategy to effectively engage with stakeholder |
| 3 | Understand the effects of business risks and how they can be managed | 3.1 | Explain how to build and maintain relationships with stakeholders |
| | | 3.2 | Analyse issues that may affect stakeholder relationships |
| | | 3.3 | Analyse potential conflict situations and possible resolution |
| | | 3.4 | Assess the importance of monitoring and reviewing stakeholder engagement |
| 4 | Understand approaches to crises management and business continuity planning | 4.1 | Analyse methods to elicit stakeholder views on policy and other issues |
| | | 4.2 | Analyse how to gain stakeholder validation and agreement |

7.15 Project Management

Unit Aims

The aim of this unit is to provide the learner with understanding and skills relating to project management principles, methodologies, tools and techniques that are used.

Learners will develop an understanding of what constitutes a project and the role of a project manager. They will develop the skills needed to plan the activities required to carry out the project, including how to set up a project, how to control and execute a project, and how to carry out project reviews.

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| Unit Level | 6 | Credit Value | 15 |
| GLH | 60 | Unit Grading Structure | Pass |
| Assessment Guidance | | Assessment is by internal assignment . | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand project management principles | 1.1 | Describe the background and principles of project management |
| | | 1.2 | Appraise the viability of projects, developing success/failure criteria |
| | | 1.3 | Explain the principles behind project management systems and procedures |
| | | 1.4 | Explain the key elements involved in terminating projects and conducting post-project appraisals |
| 2 | Be able to manage a project's human resources | 2.1 | Identify the most appropriate organisational structure, roles and responsibilities of participants within a project |
| | | 2.2 | Control and co-ordinate a project |
| | | 2.3 | Assess project leadership requirements and qualities |
| | | 2.4 | Plan and specify human resources and requirements for a project |
| 3 | Be able to apply project processes and procedures | 3.1 | Prepare project plans and establish the project |
| | | 3.2 | Apply project scheduling, estimating and cost control techniques |
| | | 3.3 | Analyse the methods used to measure project performance |
| | | 3.4 | Explain project change control procedures evaluate the completed project |

| 7.16 Human Resource Management | | | |
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| Unit Aims | | | |
| <p>The aim of this unit is to look at the different theoretical perspectives of human resource management and exploring the differences in these approaches.</p> <p>A variety of changes in the labour market, and increasing demand from employees for a more manageable work-life balance, has seen the development of much more flexible working practices.</p> <p>This has been the case in all sectors of the economy and in all organisations irrespective of their size or the nature of their business.</p> | | | |
| Unit Level | 6 | Credit Value | 15 |
| GLH | 60 | Unit grading system | Pass |
| Assessment Guidance | | Assessment is by internal assignment | |
| Learning Outcomes - The learner will: | | Assessment Criteria - The learner can: | |
| 1 | Understand the different perspectives of human resource management | 1.1 | Explain Guest's model for HRM |
| | | 1.2 | Compare the differences between Storey's definitions of HRM, personnel and IR practices |
| | | 1.3 | Assess the implications for line managers and employees of developing a strategic approach to HRM |
| 2 | Understand ways of developing flexibility within the workplace | 2.1 | Explain how a model of flexibility might be applied in practice |
| | | 2.2 | Discuss the types of flexibility which may be developed by an organisation |
| | | 2.3 | Assess the use of flexible working practices from both the employee and the employer perspective. |
| | | 2.4 | Discuss the impact that changes in the labour market have had on |
| 3 | Understand the impact of equal opportunities within the workplace | 3.1 | Explain the forms of discrimination that can take place in the workplace |
| | | 3.2 | Discuss the practical implications of equal opportunities legislation for an organisation |
| | | 3.3 | Compare the approaches to managing equal opportunities and managing diversity |
| 4 | Understand approaches to human resources practices in organisations | 4.1 | Compare different methods of performance management |
| | | 4.2 | Assess the approaches to the practice of managing employee welfare in a selected organisation |
| | | 4.3 | Discuss the implications of health and safety legislation on human resources practices |
| | | 4.4 | Evaluate the impact of one topical issue on human resources practices. |