



IAM Level 5
Diploma in Business
and Administrative Management
Qualification handbook

2011 edition

0 1 0 1 1 0 0 0 0 0 0 1 0 1 0 1 0 1 0 0 0 0 0 1 0 1 0 0 0 0



Published by the IAM

© IAM 2011

Registered charity number 254807

Published 2011

All rights reserved.

This publication may not be reprinted or reproduced, or utilised in any form or by any electronic, mechanical or other means, now known or hereafter invented, including photocopying and recording, or any information storage and retrieval system, without permission in writing from the publishers.

Design by AyDesignWorks

CONTENTS

1 • Introduction to the IAM Level 5 Diploma in Business and Administrative Management	
Qualification aim	5
Qualification structure	6
Qualification assessment	7
IAM assessment terminology	9
2 • Information for candidates	
Candidate entry requirements	11
Replacement documentation	11
Exemption policy	11
Independent candidates	11
Membership	12
3 • Information for centres	
Centre and qualification approval	13
Resource requirements	14
Registration and certification	14
Plagiarism	15
4 • IAM mandatory units	
Group 1 Strategic administration of operations, information and finance	
Operations management	19
Information for strategic decision-making	21
Advanced finance for business managers	23
Group 2 Strategic administration of human resources, knowledge and change	
Organisational analysis and change	25
Human resource management	29
Knowledge management strategy	33
Group 3 Governance, leadership and motivation	
Context of corporate governance	35
Leadership, motivation and group dynamics	39
Group 4 Business research	
Business research	43
5 • IAM optional units	
Economics for business	47
Organisational facilities management	51
Islamic finance	55
6 • Imported optional units	
Financial systems and auditing	59
Small business enterprise	61
European business	63
Business ethics	67

This page is intentionally blank

1 • Introduction to the IAM Level 5 Diploma in Business and Administrative Management

Introduction

Qualification aim

This qualification is based on the IAM's definition of administrative management, namely that the administrative management function supports organisations in planning, organising, directing and controlling their business activities across all functional areas. Thus administrative management and administrative managers have a key role in ensuring that businesses gain and maintain their competitive advantage. The qualification explores how businesses design and operate internal structures and systems which support these goals.

Candidates will develop a holistic approach to business together with the analytical and evaluative skills necessary for those in management positions. They will also become familiar with the theory that underpins research, with the elements of formal research and with research methods and techniques.

Candidates will gain knowledge, skills and understanding to manage effectively and efficiently business and administrative functions across organisations. The qualification has a flexible structure and includes a range of optional units. This enables candidates to tailor the qualification to their specific needs.

Qualification accreditation information

Accreditation number: 501/2122/4

Last registration date: 31/08/15

Last certification date: 31/08/17

Qualification structure

The IAM Level 5 Diploma in Business and Administrative Management is made up of a combination of mandatory and optional units.

IAM Mandatory units

QCF unit reference	IAM unit number	Unit title	Credit value
Group 1 Strategic administration of operations, information and finance			
J/602/1820	501	Operations management	15
R/602/1822	502	Information for strategic decision-making	10
L/602/1821	503	Advanced finance for business managers	10
Group 2 Strategic administration of human resources, knowledge and change			
L/602/1818	504	Organisational analysis and change	15
J/602/1817	505	Human resource management	10
R/602/1819	506	Knowledge management strategy	5
Group 3 Governance, leadership and motivation			
Y/602/1823	507	The context of corporate governance	10
D/602/1824	508	Leadership, motivation and group dynamics	10
Group 4 Business research			
H/602/1825	509	Business research	15

IAM Optional units

QCF unit reference	IAM unit number	Unit title	Credit value
D/602/5453	510	Economics for business	15
Y/602/5452	511	Organisational facilities management	10
R/602/5451	512	Islamic finance	10

Imported optional units

QCF unit reference	IAM unit number	Unit title	Credit value
J/601/0901	531	Financial systems and auditing	15
H/601/1098	532	Small business enterprise	15
F/601/1089	533	European business	15
M/601/1024	534	Business ethics	15

Rules of Combination (RoC)

To achieve the IAM Level 5 Diploma in Business and Administrative Management the candidate must achieve a minimum of 120 credits. Candidates must complete all nine mandatory units, worth 100 credits, plus two optional units worth a minimum of 20 credits.

Qualification assessment

The mandatory units of the IAM level 5 Diploma in Business and Administrative Management are assessed in groups; consequently none of the mandatory units are assessed individually.

Group 1 Strategic administration of operations, information and finance

501 Fundamentals of administrative management (15)

502 Administrative systems (10)

503 Advanced finance for business managers (10)

This group is assessed by a three-hour written examination. The paper is divided into two sections:

Section A

This section forms 60% of the total mark for this paper.

Candidates must complete three questions from a selection of six.

Section B

This section forms 40% of the total mark for this paper.

This section is compulsory. Candidates will be given a short scenario to read and must answer a question related to that scenario.

This section will encourage candidates to use independent thinking as opposed to quoting text book answers.

Group 2 Strategic administration of human resources, knowledge and change

504 Organisational analysis and change (15)

505 Human resource management (10)

506 Knowledge management strategy (5)

This group is assessed by a three-hour case study examination based on a pre-released case study. The paper is divided into two sections:

Section A

This section forms 60% of the total mark for this paper.

Candidates must complete three questions from a selection of six all based on the pre-released case study.

Section B

This section forms 40% of the total mark for this paper.

This section is compulsory. Candidates must answer two compulsory questions relating to the pre-released case study.

Group 3 Governance, leadership and motivation

507 The context of corporate governance (10)

508 Leadership, motivation and group dynamics (10)

This group is assessed by a three-hour case study examination based on a pre-released case study. The paper is divided into two sections:

Section A

This section forms 60% of the total mark for this paper.

Candidates must complete three questions from a selection of six, all based on the pre-released case study.

Section B

This section forms 40% of the total mark for this paper.

This section is compulsory. Candidates must answer two compulsory questions relating to the pre-released case study.

Group 4 Business research

509 Business research (15)

This group is assessed by a project report.

Prior to starting the project report, candidates must submit a project report specification to their centre stating the topic they intend to research. This project report specification must be approved by the centre before the candidate begins their research.

Project reports are marked by the centre and moderated by the IAM.

Optional units

All level 5 optional units are assessed by IAM assignments; the word count for these assignments is 2000–2500 words.

Live assignments are downloaded from the membership area.

Relevant sources of information

Related publications

The IAM also provide the following documents specifically for this qualification:

Publication	Available from
Study guide	http://www.instam.org
Sample assignments	http://www.instam.org
FAQs	http://www.instam.org

IAM assessment terminology

The table below includes the terminology the IAM uses in all types of assessments at levels 2 to 5. It also includes the Institute's explanation of the meaning of these terms in the contexts of assessments.

Knowledge/understanding	
<p>These are foundation skills.</p> <p>Assessment tasks in this category require candidates to demonstrate their knowledge and understanding of the required subject content. They assess basic learning.</p>	<p>define describe list name outline state</p>
Application	
<p>Candidates must show an ability to demonstrate the understanding of the specified knowledge content in practical business contexts.</p> <p>Assessment tasks in this category require candidates, for example, to:</p> <ul style="list-style-type: none"> • make a practical decision • demonstrate the required knowledge, understanding and skills in organisational contexts. 	<p>apply calculate create (in an applied context) demonstrate/ demonstrate how design estimate investigate plan prepare propose use</p>
Analysis	
<p>Candidates must be able to break down situations, statements, theory and numerical and non-numerical data into components or essential features.</p> <p>For higher level analysis candidates should incorporate relevant concepts and theory into their arguments.</p> <p>Assessment tasks in this category require candidates to:</p> <ul style="list-style-type: none"> • select data relevant to tasks • organise data relevant to tasks • break down data/texts to their elements • respond to data/text that contains several elements 	<p>analyse / critically analyse clarify compare differentiate between examine explain identify why, how, reasons, characteristics investigate select summarise</p>
Evaluation	
<p>The most advanced cognitive skill is that of evaluation. At this level candidates make connections, present judgements, opinions and draw conclusions that are supported by valid reasons and evidence.</p> <p>Evaluation involves reflective thinking.</p> <p>Assessment tasks in this category require candidates to give detailed responses and while doing so:</p> <ul style="list-style-type: none"> • provide supported decisions or conclusions • make a reasoned case • make comparisons based on valid and relevant reasons & evidence • set up arguments based on valid reasons and evidence 	<p>advise argue for and against compare, contrast and reach a judgement criticise discuss evaluate identify the most important... interpret investigate e.g. the effectiveness of justify reason for and against recommend solve summarise ...to what extent?</p>

This page is intentionally blank

2 • Information for candidates

Candidate entry requirements

There are no formal entry requirements for this qualification. However, the IAM recommend that candidates should have a level 4 qualification or equivalent work experience in the business administration area.

Language knowledge

The IAM recommend a language knowledge equivalent to level 6 ILETS. It is the centre's responsibility to assess if candidates have the required level of English and if they wish, they could require formal certification.

Age restrictions and legal considerations

The content and level of demand of this qualification is broadly equivalent to the first year of a university bachelor's degree in the area of business management. Therefore, given the complexity of some of the content we believe that candidates will not have sufficient knowledge or experience below the age of 18.

Progression

This qualification leads to further studies in management at level 6 and to higher education.

Exemption policy

The Institute operates an exemption scheme which offers candidates recognition for other relevant academic or professional qualifications. For more information please refer to our exemption policy document, which can be found on our website www.instam.org.

Independent candidates

Some candidates choose to prepare for IAM examinations by studying as an independent student, with no support from a tuition centre. The IAM does not recommend such a learning strategy because there is evidence to suggest that the quality of learning is greatly enhanced by tutor and peer group support at this level.

If a candidate still wishes to undertake any of the IAM qualifications as an independent student they will need to complete the appropriate registration forms, which can be found on the IAM website, www.instam.org.

Important notice for independent candidates

It is important that all candidates are aware that IAM accredited centres are not permitted to provide tutorial or assessment support for independent candidates. If candidates are aware of any breach of these rules, they should immediately notify the IAM on info@instam.org.

Replacement documentation

In some circumstances candidates will require replacement copies of documents previously issued i.e. notifications of results, transcripts, certificates. For information on how to order replacements please refer to the information section of our website www.instam.org

Membership

The IAM is the only professional body in the United Kingdom specialising in the promotion of Administrative Management.

Our membership includes directors, accountants and company secretaries, people concerned with specialist functions, general managers and executives with operational and administrative responsibilities in both the public and private sector.

There are two routes into professional membership of the IAM, based on:

- taking IAM professional qualifications
- previous experience and knowledge

Both routes have equal status and all members are encouraged to undertake Continuing Professional Development (CPD).

Student membership

All IAM Level 5 Diploma in Business and Administrative Management registered candidates receive student membership of the Institute. This enables them to have access to the student membership area of the IAM website, which includes the course study and support materials.

Associate (AInstAM)

Associate membership is open to individuals who:

- have been employed for **two** years or more in any business where their duties involve the management of business administration
- hold the IAM Level 4 Diploma in Business and Administrative Management

Associate members of the Institute are eligible to use the designatory letters AInstAM. Upon successful completion of the Level 4 Diploma in Business and Administrative Management, candidates automatically gain the grade of associate member.

Member (MInstAM)

Full membership is open to individuals who:

- have been employed for **five** years or more in any business where their duties involve the management of business administration
- hold either the IAM Level 5 Diploma in Business and Administrative Management.

Full members of the Institute are eligible to use the designatory letters MInstAM.

Upon successful completion of the Level 5 Diploma in Business and Administrative Management, students automatically gain the grade of member.

Fellow (FInstAM)

Fellowship of the IAM is open to full members who have held continuous membership for at least **five** years. Fellows of the Institute are eligible to use the designatory letters FInstAM.

On occasion, the IAM will accept applications for direct entry to fellowship when the applicants experience and achievements merit the status of IAM fellow.

Designatory letters can only be used while an associate member, member or fellow is a paid-up member of the IAM.

3 • Information for centres

Obtaining IAM centre and qualification approval

IAM accredited centres must meet the required criteria and satisfy the IAM that their tutorial staff, learning resources and quality systems comply with IAM quality standards.

Accredited centre status

The potential of a centre to become an IAM accredited centre is assessed by reference to the quality and availability of appropriate:

- academic track record
- academic staff
- premises
- financial status
- learning resources
- information technology resources
- administrative services and examination centre facilities
- senior management commitment
- marketing capability

In short, a centre seeking accreditation by the IAM is expected to demonstrate that:

- it is capable of sustaining an effective system for supporting IAM students
- it has appropriate premises
- it is committing sufficient academic staff to offer the required level of teaching
- it will provide staff with the qualifications and skills necessary for valid and reliable tuition of candidates
- sufficient learning resources are available to support candidates who study at the centre
- the teaching is backed up by effective administrative resources and processes
- examination accommodation and invigilation facilities meet the IAM's standards
- it complies with the IAM accredited centre code of practice, rules and regulations
- the centre will market the IAM programmes with integrity.

Becoming an IAM accredited centre

Centres wishing to apply to become an IAM accredited centre are invited to submit a formal application for accreditation.

For further information or to find out more about how to apply to become an accredited IAM centre, please contact the IAM business sales managers on info@instam.org.

Equal opportunities

When accrediting prospective and inspecting existing centres, the IAM will ensure that they:

- have equal opportunities policies incorporating processes in line with the above principles and that these adhere to current equal opportunities legislation
- are adhering to their own published equal opportunities policies in practice
- comply with the policies and processes set out in the IAM 'equal access, reasonable adjustments and special consideration' policy document

The IAM expects all centre staff to be aware of, and comply with, these policies.

Resource requirements

A statement assuring the IAM that the centre has the appropriate accommodation and systems to support the IAM provision. This includes the IT system which must enable the centre to transmit to the IAM systems assessment and other personal data securely. Our sales managers will inspect prospective centre facilities and systems, including teaching rooms, libraries, teaching materials and IT systems in the course of the initial accreditation visit. If the centre is outside the UK, we will ask for photographic evidence of the facilities.

Tutor Conference

The IAM holds a centre conference once a year. It is part of the centre accreditation contract that the centre ensures its participation at this event.

Registration and certification

It is the responsibility of the centre to ensure that their candidates registrations are up-to-date.

Equal access and reasonable adjustments

When developing qualifications and designing assessments, the IAM makes every effort to consider the needs of all candidates, including those with disabilities or specific difficulties.

Despite careful design it is possible that some candidates require reasonable adjustments to assessment methods or arrangements in order to ensure that they can access the assessment.

Candidates may apply for special consideration at the time of the assessment because they have been disadvantaged by temporary illness, injury, indisposition or other adverse circumstances.

Appeals

Centres must have their own auditable appeals procedures that they must explain to candidates during the induction to the course.

Plagiarism

Guide to centres and examiners

What is plagiarism?

Candidates commit plagiarism when they copy, very closely imitate, paraphrase or cut and paste some one else's work, ideas and/or language and present it as their own.

How could tutors and centres prevent plagiarism in assessments?

First of all tutors should assess if the groups and individuals they teach are likely to commit plagiarism. They should also establish why this could happen, for example for linguistic, cultural reasons or because of simple ignorance or misunderstanding of the concept.

Tutors and centres then should:

- explain what plagiarism is and why it is wrong to plagiarise
- explain the concept of intellectual property; the ownership of words, concepts, electronic materials, etc.
- develop centre policies to prevent plagiarism
- explain the consequences of committing plagiarism
- explain the importance of referencing and teach the use of referencing systems
- set differentiated, individual assignments for each candidate.

What are the consequences of plagiarism?

The IAM considers plagiarism dishonest and a serious offence. The IAM will enter a zero mark on the full piece of work containing the plagiarised materials. In cases of very serious or repeated plagiarism the candidate may be suspended for a specific length of time from registering to IAM qualifications or assessments.

Tutors should explain to candidates that those who commit plagiarism achieve lower academic results than those who do not.

This page is intentionally blank

4 • IAM mandatory units

- **Group 1**

Strategic administration of operations, information and finance

- **Group 2**

Strategic administration of human resources, knowledge and change

- **Group 3**

Governance, leadership and motivation

- **Group 4**

Research and thinking skills for business managers

This page is intentionally blank

Group 1 • Strategic administration of operations, information and finance

Credit: 15

Unit 501: Operations management

GLH: 75

Unit aim

This unit examines the strategic importance of operations management in its role of supporting other service or manufacturing activities in a business setting. Candidates will explore the contribution of the operations function to a business achieving success through the development of suitable strategies. This will include a consideration of setting and achieving operational performance targets and employing quality improvement techniques to help in delivering competitive advantage.

Candidates who aspire to positions in operations management will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand the role of operations within businesses
- 02** Understand the strategic importance of meeting operational performance targets
- 03** Understand how and why businesses use performance evaluation
- 04** Understand the impact of a range of quality improvement techniques on competitive advantage

Assessment

This unit is assessed by a three-hour written examination set and marked by the IAM.

Mandatory reading

Slack, N. et al. (2007) *Operations management*. 5th edition. Harlow, FT Prentice Hall

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 501: Operations management

Outcome 01: Understand the role of operations within businesses

Assessment criteria

The candidate can:

- 1.1 Employ a framework for analysing operations management within businesses
 - 1.2 Analyse how operations management supports businesses
-

Outcome 02: Understand the strategic importance of meeting operational performance targets

Assessment criteria

The candidate can:

- 2.1 Identify the links between strategy and operational performance targets
 - 2.2 Explain why there may be conflict between different performance targets
 - 2.3 Assess the role of strategic operations management
-

Outcome 03: Understand how and why businesses use performance evaluation

Assessment criteria

The candidate can:

- 3.1 Assess a range of techniques used by businesses to evaluate performance
 - 3.2 Analyse the role of Key Performance Indicators (KPI's) in operations management
-

Outcome 04: Understand the impact of a range of quality improvement techniques on competitive advantage

Assessment criteria

The candidate can:

- 4.1 Explain the concept of the value chain as a means to identify competitive advantage
- 4.2 Apply quality improvement techniques to managing operations
- 4.3 Assess the role of standard setting bodies in quality improvement
- 4.4 Evaluate the impact of quality improvement techniques on the competitive advantage of specific organisations

Group 1 • Strategic administration of operations, information and finance

Credit: 10

Unit 502: Information for strategic decision-making

GLH: 50

Unit aim

This unit examines how strategic information supports service or manufacturing activities in business organisations. This involves making use of the appropriate management tools and models, including quantitative techniques. The unit also discusses the contribution of information and communication technology (ICT) and the value of user-friendly systems to the effective application of quantitative techniques.

Candidates who aspire to positions where they will make decisions based on strategic information will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand the role of information in strategic decision-making
- 02** Understand how information systems support the use of information, as a resource
- 03** Understand the rationale for quantitative approaches and techniques in decision-making
- 04** Understand how the systems approach is used to solve problems and make decisions

Assessment

This unit is assessed by a three-hour written examination set and marked by the IAM.

Mandatory reading

Slack, N. et al. (2007) Operations Management, 5th edition. FT Prentice Hall

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 502 Information for strategic decision-making

Outcome 01: Understand the role of information in strategic decision making

Assessment criteria

The candidate can:

- 1.1 Explain the need to manage information and systems for strategic advantage
 - 1.2 Assess the need for integrated knowledge to support decision-making
 - 1.3 Evaluate models of strategic information systems planning
 - 1.4 Determine the strategies to align information systems with business plans
 - 1.5 Identify the need for corporate systems strategy
-

Outcome 02: Understand how information systems support the use of information, as a resource

Assessment criteria

The candidate can:

- 2.1 Evaluate the tools used in strategic planning
 - 2.2 Demonstrate how information-based services contribute to business functions
-

Outcome 03: Understand the rationale for quantitative approaches and techniques in decision-making

Assessment criteria

The candidate can:

- 3.1 Evaluate quantitative approaches to decision-making
 - 3.2 Justify the need for monitoring the business environment
 - 3.3 Demonstrate the contribution of quantitative techniques to business functions
 - 3.4 Evaluate the reliability of quantitative techniques in strategic decision-making
-

Outcome 04: Understand how the systems approach is used to solve problems and make decisions

Assessment criteria

The candidate can:

- 4.1 Compare and contrast decision-making theories
- 4.2 Evaluate decision-making models
- 4.3 Assess the strategic models organisations may follow
- 4.4 Explain why businesses need to manage information and systems in order to gain strategic advantage

Group 1 • Strategic administration of operations, information and finance

Credit: 10

Unit 503: Advanced finance for business managers

GLH: 50

Unit aim

This unit explores the concepts of cash flow forecasting, marginal costing, capital investment appraisal and financial ratios. It investigates how business managers use financial information to plan, control and make effective decisions.

Candidates who aspire to managerial positions in business will develop the financial knowledge, skills and understanding necessary for such job roles.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand how to assess the future cash flow position of a business
- 02** Understand how cost accounting techniques contribute to decision-making
- 03** Understand the financial implications of capital investment decisions
- 04** Understand how to assess the financial performance and stability of a business

Assessment

This unit is assessed by a three-hour written examination set and marked by the IAM.

Mandatory reading

Benedict, A. and Elliott, B. (2008) *Financial accounting: An introduction*. Harlow, FT Prentice Hall

Lucey, T. (2009) *Costing*. 7th revised edition. Andover, Cengage Learning

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 503: Advanced finance for business managers

Outcome 01: Understand how to assess the future cash flow position of a business

Assessment criteria

The candidate can:

- 1.1 Examine the reasons for and problems with forecasting future cash requirements
- 1.2 Create and adjust cash budgets
- 1.3 Evaluate the impact of expected cash flows on management decision-making

Outcome 02: Understand how cost accounting techniques contribute to decision-making

Assessment criteria

The candidate can:

- 2.1 Assess the financial implications of short run decisions by applying suitable costing techniques

Outcome 03: Understand the financial implications of capital investment decisions

Assessment criteria

The candidate can:

- 3.1 Analyse the financial consequences of capital investment decisions
- 3.2 Evaluate investment appraisal outcomes in relation to internally set criterion levels
- 3.3 Use quantitative findings and qualitative factors to make recommendations to the business

Outcome 04: Understand how to assess the financial performance and stability of a business

Assessment criteria

The candidate can:

- 4.1 Analyse the recent financial performance and stability of businesses by applying appropriate financial measures
- 4.2 Discuss the extent to which analysis of published accounts can help to anticipate the future performance of a business

Group 2 • Strategic administration of human resources,
knowledge and change

Unit 504: Organisational analysis and change

Credit: 15

GLH: 75

Unit aim

This unit explores how organisation and management theories support the practical analysis and design of organisations. The unit also investigates the strategic importance of organisational change. It examines the factors that promote and limit the achievement of change objectives for the dynamic environment within which organisations operate.

Candidates who aspire to positions involving change management, organisational analysis and design will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has six learning outcomes.

The candidate will:

- 01** Understand the evolution of and changing perspectives on organisation and management theory
- 02** Understand the impact of a dynamic external environment on organisational structures and processes
- 03** Understand the relationship between structure, culture and the strategic aims and objectives of organisations
- 04** Understand models for planning and implementing organisational change
- 05** Understand the interaction between organisational culture and the process of implementing change
- 06** Understand the causes and effects of resistance to change, identifying strategies for overcoming it

Assessment

This unit is assessed by a three-hour written examination based on a pre-released case study, set and marked by the IAM.

Mandatory reading

Mullins, L. J. (2010) *Management and organisational behaviour*. 9th edition. Harlow, FT Prentice Hall

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 504: Organisational analysis and change

Outcome 01: Understand the evolution of and changing perspectives on organisation and management theory

Assessment criteria

The candidate can:

- 1.1 Explain the main theories of management and organisational behaviour
- 1.2 Examine the historical development of organisation theory in analysing organisations
- 1.3 Apply organisation theory to the analysis, design and management of organisations

Outcome 02: Understand the impact of a dynamic external environment on organisational structures and processes

Assessment criteria

The candidate can:

- 2.1 Examine the changing world of organisations and management
- 2.2 Identify different types of organisation structure within the organisational life cycle and their relationship to the environment
- 2.3 Analyse the impact of the environment on the need for organisations to act in a socially and ethically responsible manner

Outcome 03: Understand the relationship between structure, culture and the strategic aims and objectives of organisations

Assessment criteria

The candidate can:

- 3.1 Explain the nature and function of organisational culture
- 3.2 Identify different types of organisational culture and their relation to organisational structure
- 3.3 Evaluate the importance of the informal organisation to the effectiveness of organisations and to their culture
- 3.4 Apply elements of organisational culture to strategy, aims and objectives

Unit 504: Organisational analysis and change

Outcome 04: Understand models for planning and implementing organisational change**Assessment criteria**

The candidate can:

- 4.1 Compare types and models of organisational change
- 4.2 Analyse variables and their interaction in the implementation of change
- 4.3 Select methods for organisational change that are appropriate to the type of intervention

Outcome 05: Understand the interaction between organisational culture and the process of implementing change**Assessment criteria**

The candidate can:

- 5.1 Identify stages in the change process
- 5.2 Explain the role of the change agent in the change process
- 5.3 Analyse the impact of organisational culture on the implementation of leading change
- 5.4 Assess the outcomes of the change process

Outcome 06: Understand the causes and effects of resistance to change, identifying strategies for overcoming it**Assessment criteria**

The candidate can:

- 6.1 Discuss the causes and effects of resistance to change
- 6.2 Identify forces on the organisation causing and resisting change
- 6.3 Evaluate strategies to address the causes and effects of resistance to change

This page is intentionally blank

Group 2 • Strategic administration of human resources,
knowledge and change

Unit 505: Human resource management

Credit: 10

GLH: 50

Unit aim

This unit examines the concept and practice of human resource management (HRM). It explores how the HRM function supports the achievement of an organisation's objectives and strategies. The unit also aims to introduce candidates to appropriate concepts and theories that encapsulate this important corporate function.

Candidates who aspire to positions in human resource management will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has seven learning outcomes.

The candidate will:

- 01** Understand the context and role of human resource management (HRM)
- 02** Understand the nature of strategic HRM
- 03** Understand the role of human resource planning (HRP) in the organisation
- 04** Explore the process of recruitment and selection
- 05** Understand the context of human resource development (HRD)
- 06** Understand the role of performance management and reward in the organisation
- 07** Understand the context of the employment relationship

Assessment

This unit is assessed by a three-hour written examination based on a pre-released case study, set and marked by the IAM.

Mandatory reading

Torrington, D. et al. (2007) *Human resource management*. 7th edition. Harlow, FT Prentice Hall

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 505: Human resource management

Outcome 01: Understand the context and role of human resource management (HRM)

Assessment criteria

The candidate can:

- 1.1 Identify the origins of HRM
 - 1.2 Analyse the nature and objectives of personnel management and HRM
 - 1.3 Evaluate the differences between personnel management and HRM
 - 1.4 Analyse the influences on the development of HRM as a theory and management function
-

Outcome 02: Understand the nature of strategic HRM

Assessment criteria

The candidate can:

- 2.1 Identify the context of strategic HRM
 - 2.2 Evaluate the interface between HRM and strategic management
 - 2.3 Analyse models of strategic HRM
 - 2.4 Evaluate the extent to which strategic HRM influences business performance
-

Outcome 03: Understand the role of human resource planning (HRP) in the organisation

Assessment criteria

The candidate can:

- 3.1 Identify the nature and objectives of human resource planning (HRP)
 - 3.2 Examine the process of HRP
 - 3.3 Identify different types of HR plans
 - 3.4 Evaluate the difficulties of effective HRP implementation in specific organisations
-

Outcome 04: Explore the process of recruitment and selection

Assessment criteria

The candidate can:

- 4.1 Identify the objectives of recruitment and selection in the organisation
- 4.2 Analyse the recruitment and selection processes as a system
- 4.3 Apply recruitment and selection methods

Unit 505: Human resource management

Outcome 05: Understand the context of human resource development (HRD)**Assessment criteria**

The candidate can:

- 5.1 Identify the context of HRD in the organisation
- 5.2 Analyse models of HRD
- 5.3 Examine learning theories
- 5.4 Describe the role of continuing professional development (CPD) and lifelong learning

Outcome 06: Understand the role of performance management and reward in the organisation**Assessment criteria**

The candidate can:

- 6.1 Identify the ways in which performance can be managed
- 6.2 Evaluate the ways in which performance can be measured
- 6.3 Develop strategies for rewarding employees in the organisation

Outcome 07: Understand the context of the employment relationship**Assessment criteria**

The candidate can:

- 7.1 Examine the role of the psychological contract in the organisation
- 7.2 Identify the importance of equality of opportunity and managing diversity in the employment relationship
- 7.3 Explain how organisations deal with conflict situations through discipline and grievance procedures

This page is intentionally blank

Group 2 • Strategic administration of human resources,
knowledge and change
Unit 506 Knowledge management strategy

Credit: 5
GLH: 25

Unit aim

This unit explores the context and concept of knowledge management and its importance to organisations operating in the 21st century knowledge economy. It investigates if knowledge can be managed and how it can be used by business organisations to gain and sustain competitive advantage.

Candidates who aspire to positions in knowledge management will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has three learning outcomes.

The candidate will:

- 01** Understand the concept of knowledge management in the organisation
- 02** Understand the practice of knowledge work in the organisation
- 03** Understand the impact of knowledge management on business strategy

Assessment

This unit is assessed by a three-hour written examination based on a pre-released case study, set and marked by the IAM.

Mandatory reading

Hislop, D. (2009). *Knowledge management in organisations: A critical introduction*. 2nd edition. Oxford, Oxford University Press

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 506 Knowledge management strategy

Outcome 01: Understand the concept of knowledge management in the organisation

Assessment criteria

The candidate can:

- 1.1 Outline different views of the term knowledge management
- 1.2 Examine critically models on knowledge management
- 1.3 Explore the characteristics of the knowledge intensive firm
- 1.4 Demonstrate how knowledge can be used as a source of competitive advantage by organisations

Outcome 02: Understand the practice of knowledge work in the organisation

Assessment criteria

The candidate can:

- 2.1 Identify the role of the knowledge worker in the organisation
- 2.2 Examine the role of the knowledge manager in the organisation
- 2.3 Examine the difficulties of managing knowledge successfully within different organisations

Outcome 03 Understand the impact of knowledge management on business strategy

Assessment criteria

The candidate can:

- 3.1 Examine the link between knowledge management and strategy formulation
- 3.2 Evaluate the ways in which knowledge management affects human resource strategy
- 3.3 Demonstrate how knowledge management strategy can be implemented

Group 3 • Governance, leadership and motivation
Unit 507 The context of corporate governance

Credit: 10
GLH: 50

Unit aim

This unit examines the principles and practice of corporate governance. It investigates the role governance plays in ensuring that a company's business operations are compliant with accepted governance principles and the relevant Codes of Practice.

Candidates who aspire to management positions in a corporate setting will develop the knowledge, skills and understanding related to good governance.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand the context and theory of corporate governance
- 02** Understand the UK model of corporate governance and the role of the Codes of Practice
- 03** Understand the role of the board of directors and how it is structured
- 04** Understand the role of stakeholders, shareholders and institutional investors

Assessment

This unit is assessed by a three-hour written examination based on a pre-released case study, set and marked by the IAM.

Mandatory reading

Mallin, C. (2007) *Corporate governance*. 2nd edition. Oxford, Oxford University Press

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 507 The context of corporate governance

Outcome 01: Understand the context and theory of corporate governance

Assessment criteria

The candidate can:

- 1.1 Outline the meaning and purpose of corporate governance
 - 1.2 Examine the need for effective corporate governance
 - 1.3 Evaluate the development of corporate governance and corporate governance theory
 - 1.4 Analyse theories of corporate governance
-

Outcome 02: Understand the UK model of corporate governance and the role of the Codes of Practice

Assessment criteria

The candidate can:

- 2.1 Analyse the key influences on the development and implementation of corporate governance in the UK
 - 2.2 Evaluate corporate governance Codes of Practice
 - 2.3 Evaluate the current Combined Code and assess its impact on good corporate governance
 - 2.4 Apply the contents of the current UK Combined Code to business practice
-

Outcome 03: Understand the role of the board of directors and how it is structured

Assessment criteria

The candidate can:

- 3.1 Identify the key purpose and responsibilities of the board of directors
- 3.2 Evaluate the role of executive and non-executive directors and how they are remunerated
- 3.3 Assess the impact of good corporate governance on corporate performance
- 3.4 Examine different types of board structure
- 3.5 Demonstrate how the role of committees promote good corporate governance

Unit 507 The context of corporate governance

Outcome 04: Understand the role of stakeholders, shareholders and institutional investors**Assessment criteria**

The candidate can:

- 4.1 Identify the differences between stakeholders and shareholders
- 4.2 Explore different types of stakeholder groups and evaluate the influence they can have on the development of corporate governance
- 4.3 Understand the role of institutional investors and assess their influence on corporate governance
- 4.4 Evaluate the relationship between institutional investors and investee companies
- 4.5 Identify the tools of corporate governance that are available to institutional investors

This page is intentionally blank

Group 3 • Governance, leadership and motivation
Unit 508 Leadership, motivation and group dynamics

Credit: 10
GLH: 50

Unit aim

This unit examines the role of working groups in organisations. It also investigates the role leadership plays in ensuring that the organisation is led, employees are engaged and motivated and groups and teams perform to their optimum capacity.

Candidates who aspire to work effectively in groups and teams or to lead teams will develop knowledge, understanding and skills to fulfil these aspirations.

Learning outcomes

This unit has five learning outcomes.

The candidate will:

- 01** Understand the role of groups and teams in organisations
- 02** Understand how groups and teams support organisational performance
- 03** Understand the role of motivation in organisations
- 04** Understand the function of leadership in organisations
- 05** Understand the role of employee engagement in organisations

Assessment

This unit is assessed by a three-hour written examination based on a pre-released case study, set and marked by the IAM.

Mandatory reading

Mullins, L. J. (2010) *Management and organisational behaviour*. 9th edition. Harlow, FT Prentice Hall

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 508 Leadership, motivation and group dynamics

Outcome 01: Understand the role of groups and teams in organisations

Assessment criteria

The candidate can:

- 1.1 Differentiate between groups and teams
- 1.2 Differentiate between formal and informal groups
- 1.3 Examine the stages in group formation and development
- 1.4 Examine the notion of group dynamics
- 1.5 Examine how group cohesiveness can be developed in organisations
- 1.6 Analyse the behaviour of individuals within groups and teams

Outcome 02: Understand how groups and teams support organisational performance

Assessment criteria

The candidate can:

- 2.1 Evaluate team roles models and their effectiveness in maintaining balanced teams
- 2.2 Identify different types of teams
- 2.3 Analyse how the behaviour of individuals within groups and teams influences organisational performance
- 2.4 Evaluate how patterns of communication in groups and teams support organisational goals

Outcome 03: Understand the role of motivation in organisations

Assessment criteria

The candidate can:

- 3.1 Compare the content and process theories of motivation
- 3.2 Examine the link between the psychological contract and motivation
- 3.3 Examine the role of job design in motivating employees

Outcome 04: Understand the function of leadership in organisations

Assessment criteria

The candidate can:

- 4.1 Differentiate between leadership and management
- 4.2 Examine the role of leadership in organisations
- 4.3 Compare theories of leadership
- 4.4 Assess the link between motivation and leadership

Unit 508 Leadership, motivation and group dynamics

Outcome 05: Understand the role of employee engagement in organisations

Assessment criteria

The candidate can:

- 5.1 Examine the link between employee engagement and organisational performance
- 5.2 Evaluate strategies for measuring employee engagement

This page is intentionally blank

Group 4 • Business research
Unit 509 Business research

Credit: 15
GLH: 50

Unit aim

While completing this unit candidates will write a business project report. This report will pull together information from several functional areas, thus supporting candidates in developing a holistic approach to business. Candidates will become familiar with the theory that underpins research, with the elements of formal research and with research methods and techniques.

This unit will support candidates to complete research and report writing assignments in their present or future job roles.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand how to plan a project report
- 02** Be able to conduct research for a project report
- 03** Understand how to evaluate research outcomes
- 04** Be able to present a project report

Assessment

This unit is assessed by a project report internally assessed by the centre and moderated by the IAM.

Mandatory reading

Saunders, M.N.K. et al (2009) Research methods for business students 5th edition, Financial Times/Prentice Hall

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 509 Business research

Outcome 01: Understand how to plan a project report

Assessment criteria

The candidate can:

- 1.1 Select the topic for a project report
 - 1.2 Select and apply appropriate research approaches and strategies
 - 1.3 Review critically the literature
 - 1.4 Formulate research questions, objectives and hypothesis
 - 1.5 Write a project specification
-

Outcome 02: Be able to conduct research for a project report

Assessment criteria

The candidate can:

- 2.1 Conduct the research in accordance with the project specification, taking into consideration the relevant ethical issues
-

Outcome 03: Understand how to evaluate research outcomes

Assessment criteria

The candidate can:

- 3.1 Analyse and evaluate the research outcomes against the project specification
-

Outcome 02: Be able to present a project report

Assessment criteria

The candidate can:

- 4.1 Structure and write up the project report
- 4.2 Use clear and correct language and style that is appropriate for the intended audience

5 • IAM optional units

Economics for business

Organisational facilities
management

Islamic finance

This page is intentionally blank

Optional units
Unit 510 Economics for business

Credit: 15

GLH: 80

Unit aim

This unit provides an understanding of the relationship between economic principles and business operations in their domestic and international environment. As a starting point the unit examines the nature of economics as a discipline, its relationship to business and the market economy. The area of microeconomics is then developed to explore features of individual plants and firms, followed by a macroeconomic analysis of the operation of the economy as a whole. The unit also investigates the impact of economic policies on business, industry and trade within the context of the European Union and a framework of global actions, developments and institutions.

Candidates who wish to develop a deeper and wider understanding of the environment within which businesses operate will find this unit useful.

Learning outcomes

This unit has six learning outcomes.

The candidate will:

- 01** Understand principles of economics and how they relate to business
- 02** Understand how markets operate in a market economy
- 03** Understand the relationship between costs, supply and production
- 04** Understand the nature and determinants of national income
- 05** Understand the business objectives of economic policy
- 06** Understand the impact of global economics on business

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

Mandatory reading

Wall, S. and Griffiths, A. (2008) *Economics for business and management*. 2nd edition. Harlow, Pearson Education

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 510 Economics for business

Outcome 01: Understand principles of economics and how they relate to business

Assessment criteria

The candidate can:

- 1.1 Explain the nature of economics and its relation to business
- 1.2 Distinguish between types of business by sector and size

Outcome 02: Understand how markets operate in a market economy

Assessment criteria

The candidate can:

- 2.1 Compare different types of market based economies and their alternatives
- 2.2 Explain the concept of utility and its relation to demand
- 2.3 Discuss the relationship between demand, supply and price
- 2.4 Employ the concept of elasticity of demand to assess changes in price and income

Outcome 03 Understand the relationship between costs, supply and production

Assessment criteria

The candidate can:

- 3.1 Evaluate the impact of costs on the production
- 3.2 Employ models of market competition to explain the behaviour of firms
- 3.3 Explain the relationship between wages and labour

Outcome 04: Understand the nature and determinants of national income

Assessment criteria

The candidate can:

- 4.1 Employ the model of circular flow to explain national income
- 4.2 Discuss the purpose of national income accounts
- 4.3 Evaluate the impact of multiplier effects on the economy

Unit 510 Economics for business

Outcome 05: Understand the business objectives of economic policy**Assessment criteria**

The candidate can:

- 5.1 Discuss trends and fluctuations in the UK economy
- 5.2 Explain the nature and purpose of demand and supply side policy
- 5.3 Evaluate the main objectives of government macroeconomic policy

Outcome 06: Understand the impact of global economics on business**Assessment criteria**

The candidate can:

- 6.1 Evaluate the impact of the international environment on businesses
- 6.2 Evaluate the impact membership of the European Union (EU) has on businesses within and outside the EU
- 6.3 Discuss how exchange rates and the balance of payments affect businesses

This page is intentionally blank

Optional units
Unit 511 Organisational facilities management

Credit: 10

GLH: 60

Unit aim

This unit examines the scope and strategic importance of facilities management in organisations. It investigates how to provide the best services for the best value, while retaining the quality of service organisations and their stakeholders require. It also deals with the implications of health and safety legislation, environmental management and the role of corporate social responsibility in facilities management.

Candidates who aspire to positions in facilities management will develop knowledge, skills and understanding necessary for such job roles.

Learning outcomes

This unit has six learning outcomes.

The candidate will:

- 01** Understand the scope of and rationale for the facilities management function in organisations
- 02** Understand how to develop facilities management strategy
- 03** Understand the relationship between achieving best value and retaining or outsourcing services
- 04** Understand how to manage the quality, performance and value of services provided to organisations
- 05** Understand how to manage service providers
- 06** Understand the implications of health and safety legislation, environmental management and the role of corporate social responsibility in facilities management

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

Mandatory reading

Atkin, B. and Brooks, A. (2009) *Total facilities management*. 3rd edition. Chichester, Wiley-Blackwell

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 511 Organisational facilities management

Outcome 01: Understand the scope of and rationale for the facilities management function in organisations

Assessment criteria

The candidate can:

- 1.1 Review the scope of facilities management as the integration of multidisciplinary activities
 - 1.2 Investigate approaches to facilities management
 - 1.3 Examine the scope of the informed client function (ICF)
 - 1.4 Examine how to achieve the best value for money
 - 1.5 Analyse the risks organisations face when managing facilities
-

Outcome 02: Understand how to develop facilities management strategy

Assessment criteria

The candidate can:

- 2.1 Develop strategic objectives for the facilities management function of an organisation
 - 2.2 Develop a business plan for the facilities management function of an organisation
-

Outcome 03: Understand the relationship between achieving best value and retaining or outsourcing services

Assessment criteria

The candidate can:

- 3.1 Identify and evaluate the attributes of the services organisations need in order to achieve best value
- 3.2 Consider the direct and indirect costs of in-house and outsourced service provision
- 3.3 Assess the relationship between organisational control and outsourcing services

Unit 511 Organisational facilities management

Outcome 04: Understand how to manage the quality, performance and value of services provided to organisations**Assessment criteria**

The candidate can:

- 4.1 Assess the role and scope of service specifications as quality and performance management tools
- 4.2 Assess the role and scope of service level agreements as quality and performance management tools
- 4.3 Evaluate the role of quality systems in facilities management

Outcome 05: Understand how to manage service providers**Assessment criteria**

The candidate can:

- 5.1 Outline the various types of service provider arrangements
- 5.2 Assess the risks and costs of different service provision
- 5.3 Assess the advantages and disadvantages of the employment of total facilities management companies

Outcome 06: Understand the implications of health and safety legislation, environmental management and the role of corporate social responsibility in facilities management**Assessment criteria**

The candidate can:

- 6.1 Demonstrate the implications of health and safety legislation for facilities management
- 6.2 Demonstrate the implications of sustainability and environmental management for facilities management
- 6.3 Demonstrate the role of corporate social responsibility in facilities management

This page is intentionally blank

Optional units
Unit 512 Islamic finance

Credit: 10

GLH: 50

Unit aim

This unit examines the relationship between risk and liquidity management in Islamic financial institutions. It also investigates the issues faced by Islamic asset and fund management, the way Islamic insurance works and the government challenges of Islamic financial institutions.

Candidates who aspire to positions in Islamic financial institutions will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand risk and liquidity management within Islamic finance
- 02** Understand Islamic asset management
- 03** Understand the role of corporate governance in Islamic financial institutions
- 04** Understand the principles and models of Islamic insurance

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

Mandatory reading

Iqbal, Z. and Mirakhor, A. (2006) *An Introduction to Islamic finance: Theory and practice*. John Wiley and Sons Limited

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 512 Islamic finance

Outcome 01: Understand risk and liquidity management within Islamic finance

Assessment criteria

The candidate can:

- 1.1 Analyse the nature of risk faced by Islamic banks
 - 1.2 Evaluate the risk management challenges and processes in Islamic banks
 - 1.3 Explain why liquidity management is an important pillar of risk management
-

Outcome 02: Understand Islamic asset management

Assessment criteria

The candidate can:

- 2.1 Investigate the dynamics of Islamic fund management
 - 2.2 Analyse different types of funds
 - 2.3 Examine the investment strategy of Islamic equity funds
 - 2.4 Explain how to manage risks associated with Islamic funds
-

Outcome 03: Understand the role of corporate governance in Islamic financial institutions

Assessment criteria

The candidate can:

- 3.1 Explain why corporate governance is important for Islamic financial institutions
 - 3.2 Analyse the corporate governance of Islamic banks
 - 3.3 Analyse corporate governance challenges faced by Islamic financial institutions
-

Outcome 04: Understand the principles and models of Islamic insurance

Assessment criteria

The candidate can:

- 4.1 Investigate the notion and ethical foundations of Islamic insurance
- 4.2 Examine the prohibited elements in Islamic Insurance
- 4.3 Evaluate different types of Takaful models
- 4.4 Examine the key Takaful products
- 4.5 Analyse the objectives and processes of re-Takaful

6 • Imported optional units

Financial systems
and auditing

Small business
enterprise

European business

Business ethics

This page is intentionally blank

Imported optional units
Unit 531 Financial systems and auditing

Credit: 15
GLH: 60

Unit aim

This unit deals with the evaluation of the accounting systems of a business using both computerised and manual records. Candidate will apply fundamental accounting concepts, analyse the management control systems of a business and evaluate their effectiveness, particularly in terms of controls and safeguards against error and fraud.

Candidate will develop audit skills by contributing to the planning and performance of an audit, and the preparation of an audit report.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Understand the importance of keeping effective accounting systems within a business
- 02** Be able to analyse the management control systems of a business
- 03** Be able to contribute to the planning and conduct of an audit assignment
- 04** Be able to prepare audit reports

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

Mandatory reading

Business Essentials (2010) *Auditing and Financial Systems and Taxation*, BPP Learning Media

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 531 Financial systems and auditing

Outcome 01: Understand the importance of keeping effective accounting systems within a business

Assessment criteria

The candidate can:

- 1.1 Explain the purpose and use of the different accounting records
- 1.2 Assess the importance and meaning of the fundamental accounting concepts
- 1.3 Evaluate the factors which influence the nature and structure of accounting systems

Outcome 02: Be able to analyse the management control systems of a business

Assessment criteria

The candidate can:

- 2.1 Identify the different components of business risk
- 2.2 Analyse the control systems in place in a business
- 2.3 Evaluate the risk of fraud within a business suggesting methods for detection

Outcome 03: Be able to contribute to the planning and conduct of an audit assignment

Assessment criteria

The candidate can:

- 3.1 Plan an audit with reference to scope, materiality and risk
- 3.2 Identify and use appropriate audit tests
- 3.3 Record the audit process in an appropriate manner

Outcome 04: Be able to prepare audit reports

Assessment criteria

The candidate can:

- 4.1 Prepare a draft audit report
- 4.2 Draft suitable management letters in relation to a statutory audit

Imported optional units
Unit 532 Small business enterprise

Credit: 15
GLH: 60

Unit aim

The aim of this unit is to give candidates the opportunity to focus on the processes involved, through change management, of reviewing and improving the performance of a small business enterprise.

This unit is designed primarily for candidates who are interested in small business enterprises and looks at the development and expansion of these businesses. The unit will be particularly appropriate for candidates currently working in a small business enterprise. The unit is also appropriate for candidates who have had work placements or work experience in small businesses and for candidates who wish to pursue careers in the small business sector of the economy. The unit draws together many of the topics covered in other units and allows candidates to practise the business skills needed in reviewing and managing the performance of a small enterprise.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

- 01** Be able to investigate the performance of a selected small business enterprise
- 02** Be able to propose changes to improve management and business performance
- 03** Be able to revise business objectives and plans to incorporate proposed changes
- 04** Be able to examine the impact of change management on the operations of the business

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

Mandatory reading

Steffan, B. (2008) Ready to start your own Business. Pearson Education Ltd.

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 532 Small business enterprise

Outcome 01: Be able to investigate the performance of a selected small business enterprise

Assessment criteria

The candidate can:

- 1.1 Produce a profile of a selected small business identifying its strengths and weaknesses
 - 1.2 Carry out an analysis of the business using comparative measures of performance
-

Outcome 02: Be able to propose changes to improve management and business performance

Assessment criteria

The candidate can:

- 2.1 Recommend with justification, appropriate actions to overcome the identified weaknesses in the business
 - 2.2 Analyse ways in which existing performance could be maintained and strengthened
 - 2.3 Recommend with justification, new areas in which the business could be expanded
-

Outcome 03: Be able to revise business objectives and plans to incorporate proposed changes

Assessment criteria

The candidate can:

- 3.1 Produce an assessment of existing business objectives and plans
 - 3.2 Revise business plans to incorporate appropriate changes
 - 3.3 Prepare an action plan to implement the changes
-

Outcome 04: Be able to examine the impact of change management on the operations of the business

Assessment criteria

The candidate can:

- 4.1 Report on the impact of the proposed changes on the business and its personnel
- 4.2 Plan how the changes will be managed in the business
- 4.3 Monitor improvements in the performance of the business over a given timescale

Imported optional units
Unit 533 European business

Credit: 15

GLH: 60

Unit aim

To provide candidates with an understanding of the importance of international trade and in particular UK trade with the European Union.

As an open economy the UK not only engages in international trade, its very survival depends on it. Despite having a sophisticated and highly productive agricultural sector we can feed only approximately 50 per cent of our population. It is important, therefore, that candidates seeking employment in the business world realise that if we do not export sufficient goods or services we can not afford to import the food and raw materials we need to maintain our economic wellbeing.

The first part of the unit focuses on international trade in general and the balance of payments as a monitoring device, whilst the second part concentrates on the EU and the economic theories that underpin its creation. The unit then examines the role and significance of the main EU institutions, particularly in relation to their policy-making and implementation functions. Finally, the unit requires learners to research a particular area of economic activity and then apply the discipline of action planning to a hypothetical UK company seeking to begin operating within the EU.

Learning outcomes

This unit has four learning outcomes.

The candidate will be able to:

- 01** Understand the significance of international trade and the balance of payments to open economies such as the UK
- 02** Understand the economic rationale underpinning the European Union (EU)
- 03** Understand the role of the major EU Institutions
- 04** Be able to develop an action plan for a specific UK company wishing to trade within the EU

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 533 European business

Outcome 01: Understand the significance of international trade and the balance of payments to open economies such as the UK

Assessment criteria

The candidate can:

- 1.1 Explain the importance of international trade to an open economy such as the UK
- 1.2 Assess the significance of comparative advantage, absolute advantage, the terms of trade and exchange rates
- 1.3 Describe the structure of the balance of payments
- 1.4 Explain the terms 'surplus' and 'deficit' and the significance of long-term deficits to open economies

Outcome 02: Understand the economic rationale underpinning the European Union (EU)

Assessment criteria

The candidate can:

- 2.1 Explain the role played by exchange rates in international trade
- 2.2 Analyse the advantages attributed to the adoption of a single European currency
- 2.3 Explain the difference between free trade and protectionism and the role played by tariffs, quotas and deregulation within the EU
- 2.4 Evaluate the importance of geographic and occupational mobility in wealth creation

Outcome 03: Understand the role of the major EU Institutions

Assessment criteria

The candidate can:

- 3.1 Explain the role of the main EU institutions in determining and legitimising policy
- 3.2 Assess the role played by EU directives
- 3.3 Evaluate the structure and purpose of the main EU funding streams such as the ERDF and the ESF

Unit 533 European business**Outcome 04: Be able to develop an action plan for a specific UK company wishing to trade within the EU****Assessment criteria**

The candidate can:

- 4.1 Produce a profile of the EU as a trading bloc
- 4.2 Evaluate the significance of linguistic, cultural, logistical and environmental barriers to EU operations
- 4.3 Carry out an audit of possible EU funding streams that may be available and relevant directives
- 4.4 Produce an action plan which lists the actions necessary to begin such a venture.

This page is intentionally blank

Imported optional units
Unit 534 Business ethics

Credit: 15
GLH: 60

Unit aim

The aim of this unit is to introduce learners to the concept of business ethics and to examine its relevance when considering business objectives and responsibilities.

Most businesses today are concerned about the impact of their activities on the business environment. Ethical concerns and greater consumer awareness have resulted in many businesses promoting their social values to ensure competitive advantage. Business ethics embraces corporate social responsibility and ethics relating to accounting practices, marketing, human resource management, and production.

Learning outcomes

This unit has four learning outcomes.

The candidate will be able to:

- 01** Understand different ethical perspectives in business
- 02** Understand business objectives from an ethical perspective
- 03** Understand ethics in workplace relationships
- 04** Be able to assess a current ethical issue in a business

Assessment

This unit will be assessed by an assignment set by the IAM, marked by the centre and moderated by the IAM.

*For further learning resources please consult the **learning resources** section in the members' area of the IAM web site.*

Unit 534 Business ethics

Outcome 01: Understand different ethical perspectives in business

Assessment criteria

The candidate can:

- 1.1 Explain the background and development of theoretical ethical approaches
 - 1.2 Compare and contrast absolute and relative ethics
 - 1.3 Explain the ethical issues which can affect the operational activities of a business
-

Outcome 02: Understand business objectives from an ethical perspective

Assessment criteria

The candidate can:

- 2.1 Explain how business objectives are affected by ethical considerations
 - 2.2 Evaluate the implications for a business and its stakeholders to operate ethically
-

Outcome 03: Understand ethics in workplace relationships

Assessment criteria

The candidate can:

- 3.1 Assess the role of the company acting as moral agent
 - 3.2 Analyse the development of mechanisms for achieving employee involvement and empowerment
-

Outcome 04: Be able to assess a current ethical issue in a business

Assessment criteria

The candidate can:

- 4.1 Research a current ethical issue affecting a selected business
- 4.2 Report on how the business could improve the ethics of their operations whilst meeting objectives and ensuring good employer/employee relationships
- 4.3 Design a suitable ethical code.

This page is intentionally blank

The Institute of Administrative Management (IAM)
6 Graphite Square, Vauxhall Walk, London, SE11 5EE

Tel: 020 7091 2600 | Fax: 020 7091 2619 | info@instam.org | www.instam.org

