IAM Level 6

Extended Diploma in Business
and Administrative Management

Qualification handbook

2011 edition

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1 • Introduction to the IAM Level 6 Extended Diploma in Business and Administrative Management

Qualification aim

This qualification is inspired by the MBA (Master in Business Administration) model and approached learning in a practical, applied way. It is for those who aspire for high level managerial roles in organisations.

The Extended Diploma should, normally take three years to complete. The units become gradually more difficult as candidates progress through the qualification.

The Extended Diploma 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.

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 which underpins research and with research methods and techniques.

Qualification accreditation information

Accreditation number: 600/1665/6

Last registration date: 31/08/2014

Last certification date: 31/08/2017

Qualification structure

The IAM Level 6 Extended Diploma in Business and Administrative Management (QCF) has a completely mandatory structure.

IAM Mandatory units

QCF unit reference	IAM unit number	Unit title	Credit value	Assessment
A/602/1796	641	Fundamentals of administrative management	15	Examination
K/602/1809	642	Administrative systems	10	Examination
D/602/1810	643	Managing operations	15	Examination
H/602/1811	644	Managing quality	10	Examination
F/602/1797	645	Managing information and knowledge	15	Examination
K/602/1812	646	Finance for administrative managers	10	Examination
R/602/4865	647	Managing business facilities	10	Assignment
J/602/1820	651	Operations management	15	Examination
R/602/1822	652	Information for strategic decision making	10	Examination
L/602/1821	653	Advanced finance for business managers	10	Examination
L/602/1818	654	Organisational analysis and change	15	Examination
J/602/1817	655	Human resource management	10	Examination
R/602/1819	656	Knowledge management strategy	5	Examination
Y/602/1823	657	The context of corporate governance	10	Examination
D/602/1824	658	Leadership, motivation and group dynamics	10	Examination
D/503/0903	661	Strategic management	20	Examination
K/503/0905	662	The dynamics of leadership	20	Examination
M/503/0906	663	Management information systems for business	20	Portfolio
L/602/1818	664	Advanced finance for decision makers	20	Examination
R/503/0915	665	Marketing management in business	20	Assignment
Y/503/0916	666	Customer focus for strategic advantage	20	Assignment
D/503/0917	667	Leadership skills	20	Portfolio
H/503/0918	668	Managing risk in business	20	Assignment
D/503/1033	669	Business research	30	Assignment

Rules of Combination (RoC)

To achieve the IAM Level 6 Extended Diploma in Business and Administrative Management (QCF) candidates must achieve 360 credits. They must complete all 24 units.

Qualification assessment

The units of this qualification are assessed individually by:

Examinations - three-hour duration; set and marked by the IAM

Portfolios of evidence - based on IAM criteria; marked by the centre, moderated by the IAM

Assignments - set and moderated by the IAM; marked by the centre

> The word count for the assignment linked to unit 647 is 1,500 - 2,000 words.
>
> The word count for the assignments linked to units 665, 666, 668 and 669 is 2,500 - 3,000 words.
>
> Live assignments are posted on the members' area of the IAM website

Examination structure

Section A

This section forms 60% of the total mark for the papers. Candidates must complete three questions from a selection of six.

Section B

This section forms 40% of the total mark for the papers.

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.

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 6 and 7. It also includes the Institute's explanation of the meaning of these terms in the contexts of assessments.

Knowledge/understanding	
These are foundation skills. Assessment tasks in this category require candidates to demonstrate their knowledge and understanding of the required subject content. They assess basic learning.	define name outline state
Application	
Candidates must show an ability to demonstrate the understanding of the specified knowledge content in practical business contexts. Assessment tasks in this category require candidates, for example, to: • make a practical decision • demonstrate the required knowledge, understanding and skills in organisational contexts.	apply calculate create (in an applied context) demonstrate/demonstrate how design develop a strategy estimate investigate plan prepare propose use
Analysis	
Candidates must be able to break down situations, statements, theory and numerical and non-numerical data into components or essential features. For higher level analysis candidates should incorporate relevant concepts and theory into their arguments. Assessment tasks in this category require candidates to: • 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	analyse / analyse critically appraise critically assess clarify compare compare and contrast differentiate between examine explain identify why, how, reasons, characteristics investigate judge select summarise
Evaluation	
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. Evaluation involves reflective thinking. Assessment tasks in this category require candidates to give detailed responses and while doing so: • 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	advise argue for and against compare, contrast and reach a judgement criticise deduct discuss evaluate identify the most important… interpret investigate e.g. the effectiveness of justify reason for and against recommend solve summarise …to what extent?

2 • Information for candidates

Candidate entry requirements

Candidates should have a level three qualification or equivalent work experience in the business management area.

Language knowledge

The IAM recommend language knowledge which satisfies B2 SELT requirements. 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 third 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 19.

Progression

This qualification leads to further studies in management at level 7 and to masters' level study at 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

If a candidate wishes to undertake any of the IAM qualifications as an independent student, with no support from a tuition centre, they will need to complete the appropriate registration form 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 6 Extended 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 designators 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 designators MInstAM.

Upon successful completion of the Level 5 Diploma in Business and Administrative Management, candidates 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 designators 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.

Designators 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 candidates
- 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.

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4 • IAM units

Fundamentals of administrative management

Administrative systems

Managing operations

Managing quality

Managing information and knowledge

Finance for administrative managers

Managing business facilities

Operations management

Information for strategic decision-making

Advanced finance for business

Organisational analysis and change

Human resource management

Knowledge management strategy

The context of corporate governance

Leadership, motivation and group dynamics

Strategic management

The dynamics of leadership

Management information systems

Advanced finance for decision-makers

Marketing management in business

Customer focus for strategic advantage

Leadership skills

Managing risk in business

Business research

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Unit 641: Fundamentals of administrative management	Credit:	15
	GLH:	60

Unit aim

This unit explores the role and function of administrative management in organisations and within the management profession. The candidates will become familiar with the communication tools necessary for this business function and will examine the role of ICT in administrative management.

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

Learning outcomes

This unit has three learning outcomes.

The candidate will:

01   Understand the concept of administrative management

02   Understand administrative systems

03   Understand the role of communication in organisations

Assessment

This unit is assessed by a three-hour written examination 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 641: Fundamentals of administrative management

Outcome 01: Understand the concept of administrative management

Assessment criteria

The candidate can:

1.1 Outline the role of administrative management

1.2 Analyse the strengths and weaknesses of administrative managers

1.3 Demonstrate how the role of the administrative manager relates to the functions of management

1.4 Evaluate the role of the administrative manager in the context of the administrative management function

Outcome 02: Understand administrative systems

Assessment criteria

The candidate can:

2.1 Describe the main features of administrative systems employed in different types of organisations

2.2 Explain how organisations manage information flows

2.3 Analyse and evaluate the role of information and communication technology (ICT) in supporting administration

Outcome 03: Understand the role of communication in organisations

Assessment criteria

The candidate can:

3.1 Understand different models of communication

3.2 Analyse the strengths and weaknesses of an organisation's communication system

3.3 Recommend how an organisation's communication system can be improved

| Unit 642: Administrative systems | Credit: | 10 |
| | GLH: | 40 |

Unit aim

This unit explores how a framework of systems thinking can be used to improve the administrative performance of organisations. It examines the impact administration has on the organisation and the need for sound administrative policies and procedures to manage organisational activities.

Candidates who aspire to design administrative systems, policies and procedures will develop the fundamental knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has two learning outcomes.

The candidate will:

01   Understand how systems thinking can affect the administrative performance of organisations

02   Understand the role and function of policies and procedures in meeting customer requirements

Assessment

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

Mandatory reading

Lucey, T. (2005) *Management information systems*. 9th edition. London, Thomson

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

Unit 642: Administrative systems

Outcome 01: Understand how systems thinking can affect the administrative performance of organisations

Assessment criteria

The candidate can:

1.1 Explain the contribution of systems thinking to efficient and effective administrative performance

1.2 Demonstrate the potential drawbacks to systems thinking in an organisational context

1.3 Apply systems thinking to the analysis of work situations

Outcome 02: Understand the role and function of policies and procedures in meeting customer requirements

Assessment criteria

The candidate can:

2.1 Identify criteria for administrative procedures

2.2 Analyse the purposes of administrative policies and procedures

2.3 Analyse the relationship between formulating policy and preparing procedures

2.4 Judge the extent to which the procedures meet customer requirements

Unit 643: Managing operations

Credit:	**15**
GLH:	**60**

Unit aim

The aim of this unit is to examine how operations support other service or manufacturing activities. Candidates will explore how administration enables the effective management of operations across business functions, incorporating the management of the supply chain.

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

Learning outcomes

This unit has three learning outcomes.

The candidate will:

01   Understand the activities that make up operations management

02   Understand the relationship between operations and performance

03   Understand the importance of administration in operations management

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 643: Managing operations

Outcome 01: Understand the activities that make up operations management

Assessment criteria

The candidate can:

1.1 Outline the main types of operations found within businesses

1.2 Explain how all operational activities can be represented as systems

1.3 Evaluate the characteristics which differentiate operational systems

Outcome 02: Understand the relationship between operations and performance

Assessment criteria

The candidate can:

2.1 Describe how the operations function supports business performance

2.2 Identify the main internal measures of success used by businesses

2.3 Evaluate how internal measures of success link to business objectives

Outcome 03: Understand the importance of administration in operations management

Assessment criteria

The candidate can:

3.1 Examine the relationship between operations and administrative management

3.2 Compare the process and functional approaches to operations

3.3 Examine the relationship between operations and the supply chain

3.4 Demonstrate the links between operations and quality management

Unit 644: Managing quality

| Credit: | 10 |
| GLH: | 50 |

Unit aim

This unit examines the role quality management plays in enhancing quality across all functional areas of a business. It also discusses how administration takes an integral part in activities which lead to continuous quality enhancement in business organisations.

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

Learning outcomes

This unit has three learning outcomes.

The candidate will:

01   Understand the activities that make up quality management

02   Understand how quality management supports performance in organisations

03   Understand the role administration plays in managing quality

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 644: Managing quality

Outcome 01: Understand the activities that make up quality management

Assessment criteria

The candidate can:

1.1   Identify the main approaches organisations use to manage quality

1.2   Explain how organisations benefit from continuous improvement

1.3   Identify the differences between compliance and ownership based approaches to achieving quality

Outcome 02: Understand how quality management supports performance in organisations

Assessment criteria

The candidate can:

2.1   Demonstrate how quality management supports performance in organisations

2.2   Evaluate the main approaches to performance evaluation used within business organisations

Outcome 03: Understand the role administration plays in managing quality

Assessment criteria

The candidate can:

3.1   Analyse the role of administrative systems in the effective management of quality

3.2   Explain the benefits of adopting a holistic approach to quality management

3.3   Critically examine the role of quality management in meeting customer needs

3.4   Demonstrate the links between quality and operations management

| Unit 645: Managing information and knowledge | Credit: | 15 |
| | GLH: | 60 |

Unit aim

This unit explores the relationship between data, information and knowledge, and the contribution information and knowledge management makes to the success of organisations.

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

Learning outcomes

This unit has three learning outcomes.

The candidate will:

01   Understand the need to manage information and knowledge within organisations

02   Understand the role of ICT in managing information and knowledge

03   Understand the links between knowledge management strategy and competitive advantage

Assessment

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

Mandatory reading

Lucey, T. (2005) *Management information systems.* 9th edition. London, Thomson Learning

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

Unit 645: Managing information and knowledge

Outcome 01: Understand the need to manage information and knowledge within organisations

Assessment criteria

The candidate can:

1.1 Outline the main features of information management

1.2 Explain the relationship between data, information and knowledge

1.3 Analyse the concept of knowledge management

1.4 Analyse the benefits that information and knowledge management brings to organisations

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Outcome 02: Understand the role of ICT in managing information and knowledge

Assessment criteria

The candidate can:

2.1 Outline the types and nature of organisational information systems

2.2 Explain how information and communication technology (ICT) affects organisational communication

2.3 Evaluate how ICT can be used to disseminate knowledge throughout the organisation

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Outcome 03: Understand the links between knowledge management strategy and competitive advantage

Assessment criteria

The candidate can:

3.1 Explain the role and importance of knowledge for organisations

3.2 Justify the need for maintaining a learning culture in a changing environment

3.3 Demonstrate how knowledge management strategies and processes support and facilitate organisational learning

3.4 Evaluate the relationship between organisational learning and competitive advantage

Unit 646: Finance for administrative managers

| Credit: | 10 |
| GLH: | 50 |

Unit aim

This unit explores how financial information enables administrative managers to plan, control and make effective decisions.

Candidates who aspire to managerial positions in businesses will develop the fundamental financial and accounting knowledge, understanding and skills underpinning such job roles.

Learning outcomes

This unit has three learning outcomes.

The candidate will:

01 Understand the relationship between cost accounting and management accounting

02 Understand budgets and how budgetary control operates

03 Understand the application of financial accounting

Assessment

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

Mandatory reading

Burns, P. and Morris, P. (1997) *Business finance – a pictorial guide for managers.* Butterworth-Heinemann

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

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

Unit 646: Finance for administrative managers

Outcome 01: Understand the relationship between cost accounting and management accounting

Assessment criteria

The candidate can:

1.1 Explain the purpose and scope of cost and management accounting

1.2 Use information that can be provided by a cost accounting system to make decisions

Outcome 02: Understand budgets and how budgetary control operates

Assessment criteria

The candidate can:

2.1 Explain the use of and relationships between budgets

2.2 Use budgetary techniques to plan and control

Outcome 03: Understand the application of financial accounting

Assessment criteria

The candidate can:

3.1 Explain the nature and purpose of the main financial statements

3.2 Prepare a basic set of company accounts

Unit 647: Managing business facilities	Credit:	10
	GLH:	50

Unit aim

This unit examines the role of facilities management in businesses. It investigates the responsibilities and skill needs of facilities managers. The unit also discusses how facilities management can support businesses in maintaining their competitive advantage while taking into account consideration related to health, the environment and ethical business practice.

Learning outcomes

This unit has four learning outcomes.

The candidate will:

01 Understand the role of facilities management and managers in businesses

02 Be able to plan and manage organisational accommodation

03 Understand how considerations and legislation related to health and the environment influence facilities management

04 Understand the relationship between business ethics and 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. Wiley Blackwell

Wiggins, J. M. (2010) *Facilities management handbook*. Wiley Blackwell

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

Unit 647: Managing business facilities

Outcome 01: Understand the role of facilities management and managers in businesses

Assessment criteria

The candidate can:

1.1 Explain the contribution of facilities management in organisations

1.2 Evaluate the relationship between the operations function and facilities management in businesses

1.3 Investigate the role and responsibilities of facilities managers

1.4 Assess the skills needed by effective facilities managers

Outcome 02: Be able to plan and manage organisational accommodation

Assessment criteria

The candidate can:

2.1 Analyse the relationship between business needs and space planning

2.2 Plan improvements to the usage of space in businesses

2.3 Demonstrate how to manage changes to accommodation

Outcome 03: Understand how considerations and legislation related to health and the environment influence facilities management

Assessment criteria

The candidate can:

3.1 Assess the environmental impact of equipment, energy sources and consumables used by businesses

3.2 Demonstrate how businesses may minimize their impact on the environment

3.3 Identify the main aspects of environmental and health legislation regulating facilities mannagement

Outcome 04: Understand the relationship between business ethics and facilities management

Assessment criteria

The candidate can:

4.1 Examine the relationship between ethical business practice and facilities management.

Unit 651: Operations management	Credit:	15
	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 651: 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

Unit 652: Information for strategic decision-making	Credit:	10
	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 652   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

Unit 653: Advanced finance for business managers	Credit:	10
	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 653: 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

| Unit 654: 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, indentifying 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 654: 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

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

Unit 654: Organisational analysis and change

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

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Unit 655: 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 655: 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 655: 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

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Unit 656 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 656   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

Unit 657   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 657   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 657   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

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Unit 658   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 658   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

Unit 658   Leadership, motivation and group dynamics

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

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

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Unit 661: Strategic management

Credit:	**20**
GLH:	**80**

Unit aim

This unit focuses on the main elements of strategic management. It investigates how strategic analysis lays the foundations for strategy formulation and how strategy is implemented through organisational structures and processes. Candidates will understand the general, competitive and internal organisational environments. The unit also investigates the role of administrative management in strategy formulation and implementation and deals with different approaches to strategic change.

Candidates who aspire to management positions involving strategic analysis, strategy formulation and implementation will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has five learning outcomes.

The candidate will:

01 Understand the concept of strategic management

02 Be able to conduct strategic analysis

03 Understand how to formulate organisational strategy

04 Understand how to implement organisational strategy

05 Be able to assess the role of administrative management in strategy formulation and implementation

Assessment

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

Mandatory reading

IAM Study Guide (2011) *Strategic management*

Henry, A. (2008) *Understanding strategic management*. Oxford, Oxford University Press

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

Unit 661: Strategic management

Outcome 01: Understand the concept of strategic management

Assessment criteria

The candidate can:

1.1 Investigate the concept of strategy

1.2 Identify the elements of the strategic management process

1.3 Analyse critically the role of values, vision and mission statements in organisations

1.4 Evaluate different perspectives on strategy formulation

1.5 Demonstrate how the external and internal environment influence strategy formulation

Outcome 02: Be able to conduct strategic analysis

Assessment criteria

The candidate can:

2.1 Differentiate between organisations' general, competitive and internal environments

2.2 Appraise critically the tools available for the analysis of the general, competitive and internal environments

2.3 Apply appropriate tools to analyse organisational environments

Outcome 03: Understand how to formulate organisational strategy

Assessment criteria

The candidate can:

3.1 Differentiate between business and corporate strategy

3.2 Compare and contrast different approaches to business level strategy

3.3 Assess the role of business strategy in achieving competitive advantage

3.4 Demonstrate how markets influence strategy formulation

3.5 Compare and contrast different approaches to corporate level strategy

3.6 Assess organisational strategies' suitability, feasibility and acceptability

Unit 661: Strategic management

Outcome 04: Understand how to implement organisational strategy

Assessment criteria

The candidate can:

4.1 Analyse and evaluate different organisational structures and their influence on strategic choice

4.2 Analyse critically the relationship between organisational processes and innovation

4.3 Recommend strategic control and reward systems

4.4 Evaluate different approaches to strategic change

Outcome 05: Be able to assess the role of administrative management in strategy formulation and implementation

Assessment criteria

The candidate can:

5.1 Analyse critically the role of administrative managers in designing and implementing organisational strategy

5.2 Assess how administrative management facilitates the implementation of strategy across the functional areas of organisations

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Unit 662: The dynamics of leadership

Credit:	20
GLH:	80

Unit aim

This unit examines the dynamics of leadership from a psychological point of view. It explores the interaction between leaders, followers and the situation in which they operate; the link between power and leadership; the relationship between leaders' personality, their personal values and the way they lead; the link between motivation, satisfaction and performance; the influence of leaders on group and team development; and how leaders ensure the success of organisational change.

Candidates who aspire to lead teams in organisations will develop knowledge and understanding necessary for such job roles.

Learning outcomes

This unit has nine learning outcomes.

The candidate will:

01 Understand the concept of leadership

02 Be able to analyse the leadership process

03 Understand the role of power and influence in leadership

04 Be aware of the importance of values

05 Understand the role of personality on leadership

06 Understand the link between motivation, satisfaction and performance

07 Understand how leaders influence the development and effectiveness of teams

08 Understand how situational factors influence leadership

09 Understand how to lead organisational change

Assessment

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

Mandatory reading

IAM Study Guide (2011) *The dynamics of leadership*

Hughes, R.L and al (2009) *Leadership: Enhancing the lessons of experience*. London, McGraw-Hill

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

Unit 662: The dynamics of leadership

Outcome 01: Understand the concept of leadership

Assessment criteria

The candidate can:

1.1 Differentiate between leaders and managers

1.2 Explain how leaders develop through experience and education

1.3 Apply methods to measure leadership success

Outcome 02: Be able to analyse the leadership process

Assessment criteria

The candidate can:

2.1 Identify different types of followership and explain the role of followers

2.2 Analyse critically the contribution of leaders as individuals

2.3 Investigate the relationship between leaders, followers and the situation in which they operate

Outcome 03: Understand the role of power and influence in leadership

Assessment criteria

The candidate can:

3.1 Distinguish between influence and power

3.2 Examine different sources of power

3.3 Assess critically leaders' motivation to influence and lead others

3.4 Evaluate the tactics leaders and followers apply to modify each others' behaviour

Outcome 04: Be aware of the importance of values

Assessment criteria

The candidate can:

4.1 Evaluate the concept of values

4.2 Demonstrate the impact of values on leadership

4.3 Demonstrate the implication of cultural differences on leadership

Outcome 05: Understand the role of personality on leadership

Assessment criteria

The candidate can:

5.1 Analyse the relationship between personality and leadership

5.2 Analyse how different forms of intelligence influence the behaviour of leaders

Unit 662: The dynamics of leadership

Outcome 06: Understand the link between motivation, satisfaction and performance

Assessment criteria

The candidate can:

6.1 Assess how leaders influence follower motivation

6.2 Assess how leaders influence follower satisfaction

6.3 Evaluate the dynamic relationship between motivation, satisfaction and performance

Outcome 07: Understand how leaders influence the development and effectiveness of teams

Assessment criteria

The candidate can:

7.1 Differentiate between groups and teams

7.2 Identify the stages of building highly performing groups and teams

7.3 Evaluate leadership as a group and team function

7.4 Explain how to lead virtual teams

Outcome 08: Understand how situational factors influence leadership

Assessment criteria

The candidate can:

8.1 Analyse how task interdependence, task structure, job characteristics and changes to these influence the behaviour and performance of leaders and followers

8.2 Analyse how organisational factors such as structure, design and culture influence leadership

8.3 Analyse the influence of legal, political and economic environment on leadership

Outcome 09: Understand how to lead organisational change

Assessment criteria

The candidate can:

9.1 Analyse critically and evaluate the rational approach to organisational change

9.2 Analyse critically and evaluate the emotional approach to organisational change

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Unit 663: Management information systems for business	Credit:	20
	GLH:	80

Unit aim

This unit examines the use of information systems within business. It considers the contribution of information systems to organisations and to strategy, along with an analysis of the ethical implications of their use. The unit explores the importance of having an effective information technology (IT) infrastructure and evaluates the contribution of management information systems (MIS) to decision-making. It analyses key systems applications in the context of their role in businesses. It also considers the impact of e-commerce and the needs of global business. It assesses approaches to building secure and effective information systems in order to improve business performance and customer satisfaction.

Candidates who, in their present or future roles, need to understand and select appropriate management information systems will develop knowledge, understanding and analytical skills necessary for such tasks.

Learning outcomes

This unit has five learning outcomes.

The candidate will:

01 Understand the role of information systems in global businesses

02 Understand the relationships between information systems, business strategy and e-commerce

03 Understand the relationship between information technology infrastructure and business capability

04 Understand how key information systems improve business performance and enhance decision-making

05 Know how to build and manage effective and secure information systems

Assessment

This unit is assessed through a portfolio of evidence – based on IAM criteria; marked by the centre, moderated by the IAM

Mandatory reading

IAM Study Guide (2011) *Management information systems for business*

Laudon, K. and Laudon, J. (2010) *Management information systems: Managing the digital firm.* 11th 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 663: Management information systems for the business

Outcome 01: Understand the role of information systems in global businesses

Assessment criteria

The candidate can:

1.1   Explain how businesses use information systems

1.2   Evaluate the role of information systems and technologies in transforming businesses

1.3   Assess the challenges to developing global information systems

1.4   Evaluate the role of information systems in global e-business

Outcome 02: Understand the relationships between information systems, business strategy and e-commerce

Assessment criteria

The candidate can:

2.1   Examine the role of information systems in developing business strategy

2.2   Assess how information systems contribute to achieving competitive advantage

2.3   Explain the unique features of e-commerce

2.4   Evaluate the impact of internet technology and e-commerce on traditional business models

2.5   Demonstrate how businesses can develop structures for global information support systems

Outcome 03: Understand the relationship between information technology infrastructure and business capability

Assessment criteria

The candidate can:

3.1   Assess the need for and key components of an effective information technology infrastructure

3.2   Demonstrate and evaluate the impact of key emerging information technologies on business performance

3.3   Examine critically the reasons for building effective information systems

Unit 663: Management information systems for the business

Outcome 04: Understand how key information systems improve business performance and enhance decision-making

Assessment criteria

The candidate can:

4.1 Appraise the key information systems which can contribute to improving business performance

4.2 Analyse the relationship between information systems and decision-making

4.3 Evaluate how information systems can improve business performance

Outcome 05: Know how to build and manage effective and secure information systems

Assessment criteria

The candidate can:

5.1 Demonstrate how to manage information systems projects

5.2 Analyse the implications of ethical and social issues for managing information systems

5.3 Assess the security risks faced by information systems

5.4 Evaluate tools and technologies for the protection of information systems security

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| Unit 664: Advanced finance for decision-makers | Credit: | 20 |
| | GLH: | 80 |

Unit aim

This unit demonstrates the links between business decision-making, risk assessment and financial information. Once finance is placed in context, the unit covers financial reporting and the way financial performance is measured. It investigates how businesses are financed through their fixed and working capital requirements. It explains how the financial management of each organisation is influenced by its governance and ownership structure as well as accounting standards and the ethical basis on which financial reporting is organised.

Candidates who aspire to management positions will develop financial knowledge and understanding needed to make sound and responsible business decisions.

Learning outcomes

This unit has five learning outcomes.

The candidate will:

01 Understand the role of financial information and financial analysis in business risk assessment and decision-making

02 Understand how financial statements and their structure provide a sound basis for business decision-making

03 Understand sources of finance and how businesses finance fixed assets and working capital

04 Understand different ownership structures and how they influence and measure financial performance

05 Understand how accountability for financial reporting and the integrity of reporting are influenced by ethical, governance and accounting standards

Assessment

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

Mandatory reading

IAM Study Guide (2011) *Advanced finance for decision-makers*

Elliott, B. and Elliott, J. (2008) *Financial accounting and reporting.* 12th edition. Harlow, Prentice Hall

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

Unit 664: Advanced finance for decision-makers

Outcome 01: Understand the role of financial information and financial analysis in business risk assessment and decision-making

Assessment criteria

The candidate can:

1.1 Examine the factors that guide and drive decision-making in business

1.2 Assess the significance of financial factors in business decision-making

1.3 Identify the characteristics of business risks that impact on financial and business decisions

1.4 Summarise financial priorities that should be considered in business decision-making

Outcome 02: Understand how financial statements and their structure provide a sound basis for business decision-making

Assessment criteria

The candidate can:

2.1 Compare the accrual and cash flow approaches to accounting and financial reporting and the implications of each for business decision-making

2.2 Explain the structure and content of final accounts and their uses for business decision-making

2.3 Interpret financial information in balance sheets, income statements and sources and applications of funds statements

2.4 Differentiate between financial decisions relating to capital expenditure and those relating to revenue expenditure

2.5 Calculate financial ratios from final accounts that can be used to support business decision-making

Outcome 03: Understand sources of finance and how businesses finance fixed assets and working capital

Assessment criteria

The candidate can:

3.1 Differentiate between long-term financing needs and working capital needs for businesses

3.2 Compare the sources of long-term financing and working capital financing for businesses

3.3 Identify why access to working capital is critical to business continuity

3.4 Examine critically the techniques needed to manage cash flow and the key business decisions on which cash flow impacts

3.5 Evaluate methods for making capital expenditure or investment decisions and the criteria that may be applied to these by organisations

3.6 Explain the possible benefits and drawbacks of off-balance sheet financing

Unit 664: Advanced finance for decision-makers

Outcome 04: Understand different ownership structures and how they influence and measure financial performance

Assessment criteria

The candidate can:

4.1 Analyse critically the financial implications of different business ownership structures

4.2 Analyse critically the corporate governance, legal and regulatory environments of different business ownership structures

4.3 Compare and contrast the stakeholder interests of owners and managers in decision making

4.4 Evaluate the significance of Return on Capital Employed (ROCE) and other overall performance measures for the long-term sustainability of businesses

4.5 Examine the importance of Earnings Per Share (EPS) as a measure of business performance

Outcome 05: Understand how accountability for financial reporting and the integrity of reporting are influenced by ethical, governance and accounting standards

Assessment criteria

The candidate can:

5.1 Differentiate between business ethics, governance and accounting ethics as controls on business accountability

5.2 Assess the role of the accountant as guardian of business ethics

5.3 Analyse the key concepts and principles of corporate governance that may impact on business decisions

5.4 Examine the key national and international financial reporting standards relevant to business decisions

5.5 Examine the key requirements for published accounts of a public limited company (PLC)

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Unit 665: Marketing management in business	Credit:	20
	GLH:	80

Unit aim

This unit examines the strategic role of marketing in business. It discusses how market segmentation, positioning and the marketing mix contribute to competitive advantage. It also explores the common elements and differences between marketing in the commercial and not-for-profit, including public sectors.

Candidates who hold, or aspire to hold, marketing roles in commercial or non-for-profit organisations will develop knowledge, understanding and skills necessary for such job roles.

Learning outcomes

This unit has five learning outcomes.

The candidate will:

01   Understand the concept and strategic role of marketing in business

02   Know how to build marketing strategy

03   Understand the concept and role of market segmentation and positioning

04   Understand the principle and function of the marketing mix

05   Be able to distinguish between marketing in the commercial and not-for-profit, including public sectors

Assessment

This unit is assessed by an assignment set and moderated by the IAM; marked by the centre.

Mandatory reading

IAM Study Guide (2011) *Marketing management in business*

Baines, P. et al (2011) *Marketing.* Oxford, Oxford University Press

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

Unit 665: Marketing management in business

Outcome 01: Understand the concept and strategic role of marketing in business

Assessment criteria

The candidate can:

1.1   Examine the main contexts of marketing

1.2   Analyse the relationship between businesses' vision, mission and marketing strategy

1.3   Evaluate the tools and techniques available for analysing key areas of the marketing environment and use them in realistic business situations

1.4   Examine the factors influencing consumer choice and behaviour

1.5   Assess the role of market research in business decision-making

Outcome 02: Know how to build marketing strategy

Assessment criteria

The candidate can:

2.1   Analyse critically how strategic market analysis, marketing goals and marketing actions influence marketing strategy

2.2   Demonstrate how an over-all view on the strategic position of businesses and the understanding of their competitors impact on their marketing strategy

2.3   Analyse critically the links between growth strategies and the main types of strategic marketing objectives

2.4   Demonstrate how marketing strategies contribute to sustainable competitive advantage

2.5   Apply the main steps of marketing planning in practical business situations

Outcome 03: Understand the concept and role of market segmentation and positioning

Assessment criteria

The candidate can:

3.1   Differentiate between market segmentation and product differentiation

3.2   Compare and contrast different targeting approaches

3.3   Examine critically the process and function of positioning

Unit 665: Marketing management in business

Outcome 04: Understand the principle and function of the marketing mix

Assessment criteria

The candidate can:

4.1 Assess the role of the marketing mix in the implementation of marketing strategy

4.2 Evaluate the role of product development and branding

4.3 Analyse critically the impact costing and pricing decisions have on competitive advantage

4.4 Examine critically the role and purpose of marketing communication as part of the marketing mix

4.5 Explain how retailing and channel management, as part of the marketing mix, contribute to competitive advantage

Outcome 05: Be able to distinguish between marketing in the commercial and not-for-profit, including public sectors

Assessment criteria

The candidate can:

5.1 Compare and contrast marketing strategies in commercial and not-for-profit organisations, including the public sector

5.2 Demonstrate the use of marketing techniques in the commercial and not-for-profit, including public sectors

5.3 Evaluate the impact of marketing on social and political change

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Unit 666: Customer focus for strategic advantage

| Credit: | 20 |
| GLH: | 80 |

Unit aim

This unit establishes a framework for the strategic development of customer service in order to gain competitive advantage. It explores the organisational activities and imperatives that come together to create and sustain customer focus. The unit covers processes and concepts that can be used at complete organisation or business unit level. It aims to introduce candidates to the strategic framework which forms the foundation of effective customer focus which contributes to competitive advantage in markets where service is especially important to customers.

Candidates who aspire to a management role in customer service with or without previous experience in this sector 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 strategic customer service aims of organisations and the customer service values that make the aims achievable

02 Understand how being a listening organisation contributes to the achievement of a customer service vision

03 Understand how customer service strategy and objectives contribute to the development of customer-driven processes

04 Understand the links between people development, empowerment and the implementation of customer service strategies

05 Understand communication, recognition and reward actions that contribute to customer service strategies

06 Understand continuous improvement processes and their importance in sustaining competitive customer service advantage

Assessment

This unit is assessed by an assignment set and moderated by the IAM; marked by the centre.

Mandatory reading

IAM Study Guide (2011) *Customer focus for strategic advantage*

Cook, S. (2010) *Customer care excellence: How to create an effective customer focus*. 6th edition. Kagan Page

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

Unit 666: Customer focus for strategic advantage

Outcome 01: Understand the strategic customer service aims of organisations and the customer service values that make the aims achievable

Assessment criteria

The candidate can:

1.1 Analyse critically the links between customer focus and organisational values, vision and objectives

1.2 Analyse customer expectations and preferences in the context of organisations' service offer

1.3 Explain the connections between customer service strategy and an organisations' market positioning

1.4 Analyse how financial performance and business growth imperatives that impact on customer service strategies

1.5 Compare the importance of customer retention and one-off customer satisfaction when sustaining and developing competitive advantage

Outcome 02: Understand how being a listening organisation contributes to the achievement of a customer service vision

Assessment criteria

The candidate can:

2.1 Examine the concept of a listening organisation

2.2 Compare the benefits of different methods of listening to customers

2.3 Evaluate measures that can be used to analyse information collected about customer opinions and experiences

2.4 Demonstrate the importance of customer and employee feedback for achieving organisational customer service vision

Outcome 03 Understand how customer service strategy and objectives contribute to the development of customer-driven processes

Assessment criteria

The candidate can:

3.1 Consider how customer service strategy and objectives lead to the design of customer service processes

3.2 Analyse critically the contribution technology makes to the delivery of effective customer-driven processes

3.3 Explain the importance of continuous improvement and service chains to organisations' customer service processes

Unit 666: Customer focus for strategic advantage

Outcome 04   Understand the links between people development, empowerment and the implementation of customer service strategies

Assessment criteria

The candidate can:

4.1   Examine critically approaches to people development in the context of customer service strategies

4.2   Assess leadership actions which contribute to empowerment in customer service

4.3   Show the connections between people development, empowerment and customer service strategies

4.4   Consider why empowerment is an important part of continuous improvement in customer service

Outcome 05   Understand communication, recognition and reward actions that contribute to customer service strategies

Assessment criteria

The candidate can:

5.1   Explain how managers can use recognition and reward of staff to support customer service strategy

5.2   Demonstrate how motivation and performance models and theories contribute to the achievement of customer service objectives

5.3   Evaluate the options available to communicate with key stakeholders about customer service strategies

5.4   Examine the reasons why it is important to present customer service strategies persuasively to stakeholders

Outcome 06   Understand continuous improvement processes and their importance in sustaining competitive customer service advantage

Assessment criteria

The candidate can:

6.1   Compare continuous improvement and service excellence approaches with financial and growth driven approaches to business development

6.2   Evaluate the roles of managers, team members and quality controllers in creating, implementing and promoting a continuous improvement programme

6.3   Analyse critically the challenges of maintaining customer focus and a continuous improvement programme

6.4   Demonstrate how the feedback loop is essential to continuous improvement

6.5   Analyse the factors that determine the speed at which customer service improvements can be made

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Unit 667: Leadership skills	Credit:	20
	GLH:	40

Unit aim

The primary aim of this unit is to develop essential, practical leadership skills which candidates will find useful in a variety of organisational settings. Candidates will also practice how to develop the leader-follower relationship in realistic situations and thus support organisational strategy and objectives.

Candidates who aspire to lead teams will develop capabilities and skills necessary for such job roles.

Learning outcomes

This unit has three learning outcomes.

The candidate will:

01 Understand fundamental leadership skills

02 Know how to develop the leader–follower relationship

03 Know how to deal with a variety of leadership situations

Assessment

This unit is assessed through a portfolio of evidence-based on IAM criteria; marked by the centre, moderated by the IAM.

Mandatory reading

IAM Study Guide (2011) *Leadership skills*

Hughes, R.L. and al (2009) *Leadership: Enhancing the lessons of experience.* London, McGraw-Hill

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

Unit 667: Leadership skills

Outcome 01: Understand fundamental leadership skills

Assessment criteria

The candidate can:

1.1 Analyse how to learn from past experience of leading individuals and teams in a variety of organisational situations

1.2 Develop active listening skills in order to interpret messages from others in a variety of situations

1.3 Communicate, using the context and medium which meet the needs and expectations of the audience and the organisation

1.4 Demonstrate how to build effective working relationships with peers and superiors

1.5 Analyse critically stress management techniques appropriate to realistic leadership situations

1.6 Demonstrate how to build own credibility with individuals and within teams

Outcome 02: Know how to develop the leader–follower relationship

Assessment criteria

The candidate can:

2.1 Provide constructive feedback to individuals and groups

2.2 Design processes for receiving feedback from others

2.3 Act upon feedback with a positive and receptive attitude

2.4 Demonstrate how to delegate tasks and responsibilities

2.5 Demonstrate how to build effective work teams

2.6 Demonstrate how to build highly performing executive teams

2.7 Agree and draw up development plans for individuals and teams

2.8 Design strategies for developing informal coaching skills

2.9 Design strategies for empowering others

Outcome 03: Know how to deal with a variety of leadership situations

Assessment criteria

The candidate can:

3.1 Share organisational values, vision and mission with others

3.2 Set goals for individuals and teams in realistic organisational situations

3.3 Demonstrate how to resolve conflicts and solve problems in organisational situations

3.4 Design strategies for improving creativity in organisations

3.5 Design processes for diagnosing problems related to performance

3.6 Design strategies for addressing issues which affect performance

Unit 668: Managing risk in business

Credit:	20
GLH:	80

Unit aim

This unit examines the implications of risk for businesses. It explores the importance of risk assessment and risk management strategies, and considers measures and techniques for analysing and addressing risk. It discusses how effective risk management supports businesses in becoming market leaders.

Candidates who aspire to positions which involve responsibilities for risk 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 role of risk management in business

02 Understand the importance of measuring and assessing risk

03 Understand the impact of different types of risk

04 Understand the impact of the external environment on risk management

05 Understand responsibilities, strategies and objectives for managing risk

06 Know how to link contingency planning and crisis management

07 Understand how risk management supports businesses in achieving market leadership

Assessment

This unit is assessed by an assignment set and moderated by the IAM; marked by the centre.

Mandatory reading

IAM study Guide (2011) *Managing risk in business*

Sadgrove, S. (2005) *The complete guide to business risk management*. 2nd edition. Gower

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

Unit 668: Managing risk in business

Outcome 01: Understand the role of risk management in business

Assessment criteria

The candidate can:

1.1 Examine the role of risk management in identifying, analysing and controlling risk

1.2 Assess the function of risk management structures and activities

Outcome 02: Understand the importance of measuring and assessing risk

Assessment criteria

The candidate can:

2.1 Demonstrate how various methods and techniques are used to measure and assess risk

2.2 Analyse critically the actions businesses can take to manage risk

Outcome 03: Understand the impact of different types of risk

Assessment criteria

The candidate can:

3.1 Analyse the main types of risk facing businesses

3.2 Examine the key operations which expose businesses to risk

3.3 Appraise the different types of security risk

3.4 Assess which business areas are particularly vulnerable to security breaches and fraud

Outcome 04: Understand the impact of the external environment on risk management

Assessment criteria

The candidate can:

4.1 Assess the impact of external influences on managing operational risks

4.2 Demonstrate how integrated risk management reduces the impact of external influences on businesses

Unit 668: Managing risk in business

Outcome 05: Understand responsibilities, strategies and objectives for managing risk

Assessment criteria

The candidate can:

5.1 Identify the advantages and disadvantages of businesses having a risk management system

5.2 Analyse critically the role and responsibilities of the risk manager

5.3 Evaluate critically the role of monitoring and budgeting in risk management

Outcome 06: Know how to link contingency planning and crisis management

Assessment criteria

The candidate can:

6.1 Analyse the links between contingency planning and crisis management

6.2 Examine why businesses are vulnerable to breaks in business continuity

6.3 Evaluate critically the contribution crisis management systems make to businesses

Outcome 07: Understand how risk management supports businesses in achieving market leadership

Assessment criteria

The candidate can:

7.1 Analyse the relationship between risk and marketing strategy

7.2 Examine critically the key areas in which businesses are vulnerable to marketing risk

7.3 Demonstrate how to use benchmarking to reduce risk

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Unit 669: Business research	Credit:	30
	GLH:	80

Unit aim

This unit examines research philosophies, paradigms and approaches, and investigates how these are relevant to business research. Candidates are required to write a business project report which pulls together information from several functional areas, thus supporting candidates in developing a holistic approach to business. Candidates should become familiar with the elements of formal research and apply these in the context of their own project.

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

Learning outcomes

The unit has five learning outcomes.

The candidate will:

01 Understand research philosophies and approaches relevant to business research

02 Understand how to plan project reports

03 Be able to conduct research for project reports

04 Understand how to evaluate research outcomes

05 Be able to present project reports

Assessment

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

Mandatory reading

IAM Study Guide (2011) *Business research*

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

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

Unit 669: Business research

Outcome 01: Understand research philosophies and approaches relevant to business research

Assessment criteria

The candidate can:

1.1   Evaluate research philosophies and assess their relevance to business research

1.2   Evaluate the main research paradigms and assess their relevance to business research

1.3   Select and justify own research philosophy

1.4   Evaluate and select research approaches

Outcome 02: Understand how to plan project reports

Assessment criteria

The candidate can:

2.1   Select a topic for a project report

2.2   Apply appropriate research approaches and strategies

2.3   Conduct literature reviews

2.4   Formulate research questions, objectives and hypothesis

2.5   Write project specifications

Outcome 03: Be able to conduct research for project reports

Assessment criteria

The candidate can:

3.1   Conduct research in accordance with project specifications, taking into consideration the relevant ethical issues

Outcome 04: Understand how to evaluate research outcomes

Assessment criteria

The candidate can:

4.1   Analyse and evaluate research outcomes against project specifications

Outcome 05: Be able to present project reports

Assessment criteria

The candidate can:

5.1   Structure and write up project reports

5.2   Use clear and correct language and style which is appropriate for the intended audience

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