

Unit 9: Understand How to Manage Work Activities to Improve Business Performance

Unit reference number:	A/506/4220
QCF Level:	4
Credit value:	11
Guided learning hours:	43

Unit aim

The aim of this unit is to provide learners with the understanding and skills to manage their activities in the business workplace to improve their effectiveness and efficiency.

Unit introduction

This unit focuses on the effective and efficient planning and management of business work activities. In this unit, you will gain an understanding and the skills needed to design and implement operational systems to improve their effectiveness and efficiency and achieve the desired results for the business.

You are encouraged to consider the importance and interrelationship of business processes and the implementation of operational plans, together with quality systems and health and safety, in achieving satisfactory results.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

On completion of this unit a learner should:

Learning outcomes	Assessment criteria
<p>1 Understand the importance of business processes in delivering outcomes based on business goals and objectives</p>	<p>1.1 Analyse the effect of the mission, aims and objectives of an organisation on its structure and culture</p> <p>1.2 Explain the methodology used to map processes to the organisation's goals and objectives</p>
<p>2 Understand how work plans are developed</p>	<p>2.1 Explain the importance of identifying and prioritising outcomes for work plans</p> <p>2.2 Explain the purpose of agreeing SMART objectives that align people and other resources in an effective and efficient way</p> <p>2.3 Evaluate the usefulness of techniques used to manage activities</p> <p>2.4 Assess factors to be taken into account when allocating and agreeing work with team members</p> <p>2.5 Explain how to produce a work plan which promotes goals and objectives</p>
<p>3 Understand how to monitor work plans and systems to improve organisational performance</p>	<p>3.1 Assess the importance of implementing quality audit systems/practice to manage and monitor quality standards</p> <p>3.2 Explain the importance of embedding a quality culture to improve organisational performance</p> <p>3.3 Explain the importance of providing leadership and direction for own area of responsibility</p> <p>3.4 Evaluate methods used to monitor progress and provide feedback to team members</p>

Learning outcomes	Assessment criteria
<p>4 Understand health and safety requirements when managing business activities</p>	<p>4.1 Explain the impact of health and safety legislation on work activities</p> <p>4.2 Explain the purpose and benefits of carrying out a risk assessment when managing work activities</p> <p>4.3 Assess the importance of reviewing organisational health and safety policies and procedures</p>

Unit content

1 Understand the importance of business processes in delivering outcomes based on business goals and objectives

Functions: interrelationships of functions, mission, aims, objectives and culture; interrelationship with processes

Processes: principles and models of effective process management; types of business process measures, output; quality gateways; how to evaluate suitability

2 Understand how work plans are developed

Techniques used to manage activities: random sampling; non-random sampling; stakeholder analysis; documentation review; direct observation; cost-benefit analysis (CBA)

Factors when allocating and agreeing work: strengths and weaknesses; resource; holiday; knowledge; ability to work as a team

3 Understand how to monitor work plans and systems to improve organisational performance

Systems: Total Quality Management (TQM), TQM philosophy, principles, methods and techniques; quality systems, quality circles, ISO9000/EN29000 or subsequent current amendments, managing and monitoring quality

Organisational performance: principles of models which underpin organisational performance; types of performance measures and how to determine and set them; cost/benefit analysis; risk analysis; the value of a customer-focused culture; the importance of prevention rather than correction; importance of developing a continual improvement culture and how to involve others; planning, proposing, implementing and evaluating change; identifying wider implications of change within the organisation; Business Process Re-engineering (BPR)

Importance of providing leadership and direction: provide positive environment; helps grow a business; employees have direction and are motivated

Methods used to monitor progress: benchmarks; individual goals and objectives

Methods used to provide feedback: one-to-one meetings, appraisal meetings, 360 degree feedback; personal development plans (PDPs)

4 Understand health and safety requirements when managing business activities

Health and safety: legislation and regulations relating to health and safety at work; organisational policies and procedures regarding health and safety; risk assessment and monitoring; practical application of regulations; public attitudes and concerns relating to health and safety

Essential guidance for tutors

Delivery

Learners are expected to enquire into the topics under discussion, to question theory and to compare and contrast theory with their professional knowledge and practice. For some learners this will mean building on existing knowledge and earlier studies, while for others it will mean drawing on experience gained in a work environment.

Delivery will be through blended learning, using business resources and class-based teaching. Standard tuition materials, texts, business simulations, exercises and formative assessments can be used. Other delivery techniques can also be used, for example, practical work, guest speakers, tutorials, seminars and discussion groups where personal and professional practice can be shared and discussed can also be used. Learners are encouraged to engage in social learning to carry out practical work, discuss problems, consider experiences, work on case studies, prepare reports for presentation and carry out research on managing work activities to improve business performance. Learners in work are expected to use their working context and roles to learn about the practical techniques associated managing work activities to improve business performance.

Assessment

This guidance supports assessors in making decisions about how best to assess each unit and the evidence needed to meet the assessment requirements. Centres can adapt the guidance for learners and the particular assessment context, as appropriate.

It is important that suitable organisations are chosen for investigation so that learners can acquire the information they need to meet the assessment criteria.

Evidence can be presented as written reports or presentations. If presentations are used, then copies of slides, handouts and presenter notes must be included, as well as learner observation records completed by the tutor.

For learning outcome 1, learners need to be given a selected organisation to research. They need to analyse the effect of the mission, aims and objectives of an organisation on its structure and culture (AC1.1) and explain the methodology used to map processes to the organisation's goals and objectives (AC1.2).

Learners can build on learning outcome 1 in order to achieve learning outcome 2. It would be beneficial for learners to have the opportunity to participate in role plays and discussion groups as this will give them the examples based on their own and others personal experience to help achieve learning outcome 2.

Learners need to explain the importance of identifying and prioritising outcomes for work plans (AC2.1), explain the purpose of agreeing SMART objectives that align people and other resources in an effective and efficient way (AC2.2) and evaluate the usefulness of techniques used to manage activities (AC2.3). This can be built on to achieve assessment criteria 2.4 and 2.5, assess factors to be taken into account when allocating and agreeing work with team members and explain how to produce a work plan which promotes goals and objectives.

For learning outcome 3, learners need to assess the importance of implementing quality audit systems/practice to manage and monitor quality standards (AC3.1), explain the importance of embedding a quality culture to improve organisational performance (AC3.2), explain the importance of providing leadership and direction for own area of responsibility (AC3.3) and evaluate methods used to monitor progress and provide feedback to team members (AC3.4).

Discussion groups will assist learners when completing learning outcome 4.

For learning outcome 4, learners need to explain the impact of health and safety legislation on work activities (AC4.1), explain the purpose and benefits of carrying out a risk assessment when managing work activities (AC4.2) and assess the importance of reviewing organisational health and safety policies and procedures (AC4.3).

Evidence of Recognition of Prior Learning (RPL) can also be used within the unit to confirm competence. Wherever possible, the learning outcomes in this unit should be assessed holistically across the qualification.

Indicative resource materials

Books

Heizer J and Render B – *Principles of Operations Management and Student DVD & CD-ROM* (7th edition) (Pearson Education, 2008) ISBN: 9781408222492

Krajewski L, Ritzman L and Malhotra M – *Operations Management: International Version* (Pearson Education, 2009) ISBN: 9780132458917

Slack N et al – *Operations Management/Quantitative Analysis in Operations Management/Companion Website with Gradetracker Student Access Card: Operations Management* (5th edition) (Financial Times/Prentice Hall, 2008) ISBN: 9781408215371