



RECOGNISING ACHIEVEMENT

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For the attention of all Tutors for:

Business and Administration NVQ qualifications

Dear Colleague

Business & Administration NVQ replacement qualifications

I recently wrote to you regarding the above qualifications giving information including dates for draft versions of the units and structures being added to our website. The addition of the units to the website has unfortunately been delayed due to last minute changes to some of the titles; however, they will be available shortly.

The Council for Administration (CfA) and the group of Awarding Organisations who offer NVQs in Business and Administration have agreed some key points for the new QCF qualifications that will replace the current NVQs:

- The term NVQ will continue to be used in the title, so the qualifications will be titled as in the following example – “OCR Level 2 NVQ Certificate in Business and Administration”.
- There will be an Award and Certificate at Level 1; an Award, Certificate and Diploma at Level 2; a Certificate and Diploma at Level 3; and a Certificate and Diploma at Level 4. The minimum number of credits required for each qualification is contained within the attached Rules of Combination documents.
- The CfA have decided that, for funding purposes, the full replacement qualification for the current NVQ will be the Certificate at Levels 1 and 2 and the Diploma at Levels 3 and 4. (Please note this is a change to previously available information.)
- Shared evidence requirements have been written which will be used across all Awarding Organisations.

The CfA assessment strategy for all competence-based qualifications in the Business and Administration sector has been finalised. The full OCR centre handbook including assessment guidance will be available as the development progresses; however, OCR is not planning any major changes in the way these qualifications are assessed, internally verified or externally verified.

The Rules of Combination (structures) for the NVQ replacement qualifications have been agreed by the CfA and the group of Awarding Organisations and I am attaching these for your information. However, these are draft versions for information only until the qualifications are accredited. Once the qualifications are accredited and the units finalised I will write to you again. Final versions of the qualification structures and units will also be added to our website.

Free training events are being planned for June and for September onwards. Further information will shortly be available from the training section of our website <http://www.ocr.org.uk/training/index.html> and on the QCF migration document at http://www.ocr.org.uk/qualifications/type/qcf/qual_migration/index.html

If you have questions relating to the NVQ redevelopment, please contact Kate McCormack (kate.mccormack@ocr.org.uk) or April Chaplin (april.chaplin@ocr.org.uk). Alternatively, questions about QCF redevelopments in general can be addressed to our dedicated QCF team at qcf@ocr.org.uk

Yours sincerely



Kate McCormack
Qualifications Manager
Qualifications Division

OCR Level 1 NVQ Award in Business & Administration

Rules of Combination

To achieve a Level 1 Award in Business & Administration, you must complete a **minimum of 9 credits**:

1. **7 credits** must be completed from **GROUP A MANDATORY UNITS** and
2. A **minimum of 2 credits** from **GROUP B OPTIONAL UNITS**.

GROUP A: MANDATORY UNITS (7 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
1	A/601/2449	Work in a business environment	3
1	F/601/2453	Communicate in a business environment	4

GROUP B: OPTIONAL UNITS (Minimum of 2 credits)

B1: WORK RESPONSIBILITIES

1	A/601/2452	Work with other people in a business environment	2
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B2: COMMUNICATIONS

1	K/601/2446	Make and receive telephone calls	3
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B3: CUSTOMER SERVICE

1	L/601/2455	Assist in handling mail	2
2	Y/601/2457	Meet and welcome visitors	3

B4: MANAGE INFORMATION AND DATA

1	Y/601/2460	Use a filing system	2
1	H/601/2462	Archive information	2

B5: BUSINESS RESOURCES

2	H/601/2493	Use office equipment	4
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OCR Level 1 NVQ Certificate in Business & Administration

Rules of Combination

To achieve a Level 1 Certificate in Business & Administration, you must complete a **minimum of 15 credits**:

1. **7 credits** must be completed from **GROUP A MANDATORY UNITS**
3. A **minimum of 4 credits** from **GROUP B OPTIONAL UNITS** and
4. A **maximum of 4 credits** from **GROUP C OPTIONAL UNITS**.

GROUP A: MANDATORY UNITS (7 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
1	A/601/2449	Work in a business environment	3
1	F/601/2453	Communicate in a business environment	4

GROUP B: OPTIONAL UNITS (Minimum of 4 credits)

B1: WORK RESPONSIBILITIES

1	M/601/2447	Manage own performance in a business environment	2
1	T/601/2448	Improve own performance in a business environment	1
1	M/601/2450	Solve business problems	3
1	A/601/2452	Work with other people in a business environment	2

B2: DOCUMENT PRODUCTION

1	D/601/2458	Prepare text from notes using touch typing (20 wpm)	2
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B3: EVENTS AND MEETINGS

2	Y/601/2510	Support the organisation of business travel or accommodation	3
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B4: COMMUNICATIONS

1	K/601/2446	Make and receive telephone calls	3
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B5: CUSTOMER SERVICE

1	L/601/2455	Assist in handling mail	2
2	Y/601/2457	Meet and welcome visitors	3

B6: MANAGE INFORMATION AND DATA

1	Y/601/2460	Use a filing system	2
1	H/601/2462	Archive information	2

B7: BUSINESS RESOURCES

2	H/601/2493	Use office equipment	4
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GROUP C: OPTIONAL UNITS (Maximum of 4 credits)

C1: IT

1	J/502/4299	Using email	2
1	L/502/4627	Word processing software	3

C2: HEALTH, SAFETY AND SECURITY OF PEOPLE, PREMISES AND PROPERTY

1	T/601/2465	Use occupational and safety guidelines when using keyboards	2
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OCR Level 2 NVQ Award in Business & Administration

Rule of Combination

To achieve a Level 2 Award in Business & Administration, you must complete a **minimum of 9 credits**, of which **6 credits** must be selected from **level 2 units**:

1. **5 credits** must be completed from **GROUP A MANDATORY UNITS** and
2. A **minimum of 4 credits** from **GROUP B OPTIONAL UNITS** – please see barred combinations below *

GROUP A: MANDATORY UNITS (5 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
2	F/601/2470	Work in a business environment	2
2	D/601/2475	Communicate in a business environment	3

GROUP B: OPTIONAL UNITS (Minimum of 4 credits)

B1: WORK RESPONSIBILITIES

2	F/601/2467	Manage own performance in a business environment	2
2	L/601/2469	Improve own performance in a business environment	2
2	L/601/2472	Solve business problems	4
2	Y/601/2474	Work with other people in a business environment	3
2	F/601/2517	Respond to change in a business environment	3

B2: DOCUMENT PRODUCTION

2	T/601/2482	Produce documents in a business environment	4
2	A/601/2483	Prepare text from notes	3
2	F/601/2484	Prepare text from notes using touch typing (40 wpm)	3
2	J/601/2485	Prepare text from shorthand (60 wpm)	8
2	L/601/2486	Prepare text from recorded audio instruction (40 wpm)	4

B3 : EVENTS AND MEETINGS

2	L/601/2505	Support the organisation of an event	2
2	D/601/2508	Support the co-ordination of an event	3
2	Y/601/2510	Support the organisation of business travel or accommodation	3
2	T/601/2515	Support the organisation of meetings	4

B4: COMMUNICATIONS

1	K/601/2446	Make and receive telephone calls	3
2	H/601/2476	Use electronic message systems	1
2	K/601/2477	Use diary systems	3
2	M/601/2478	Take minutes	4

B5: CUSTOMER SERVICE

2	T/601/2479	Handle mail	3
2	K/601/2480	Provide reception services	3
2	Y/601/2457	Meet and welcome visitors	3

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
B6: MANAGE INFORMATION AND DATA			
2	R/601/2487	Organise and report data	3
2	Y/601/2488	Research information	4
2	R/601/2490	Store and retrieve information	3
2	Y/601/2491	Archive information	2
2	J/601/2518	Support the management and development of an information system	7
B7: HEALTH, SAFETY AND SECURITY OF PEOPLE PREMISES AND PROPERTY			
1	T/601/2465	Use occupational and safety guidelines when using keyboards	2
B8: BUSINESS RESOURCES			
2	H/601/2493	Use office equipment	4
2	M/601/2495	Maintain and issue stationery stock items	3

*** BARRED COMBINATIONS OPTIONAL GROUP B**

- A. Either unit Q212 or Q213 may be selected from Group B2: Document Production, but not both
- B. Either unit Q211 or Q256 may be selected from Group B5: Customer Services, but not both

OCR Level 2 NVQ Certificate in Business & Administration

Rule of Combination

To achieve a Level 2 Certificate in Business & Administration, you must complete a **minimum of 21 credits**, of which **14 credits** must be selected from **level 2 units**:

1. **9 credits** must be completed from **GROUP A MANDATORY UNITS** and
2. A **minimum of 7 credits** from **GROUP B OPTIONAL UNITS** – please see barred combinations below*
3. A **maximum of 5 credits** from **GROUP C OPTIONAL UNITS**- please see barred combinations below**

GROUP A MANDATORY UNITS (9 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
2	F/601/2467	Manage own performance in a business environment	2
2	L/601/2469	Improve own performance in a business environment	2
2	F/601/2470	Work in a business environment	2
2	D/601/2475	Communicate in a business environment	3

GROUP B OPTIONAL UNITS (Minimum of 7 credits)

B1: WORK RESPONSIBILITIES

2	L/601/2472	Solve business problems	4
2	Y/601/2474	Work with other people in a business environment	3
2	F/601/2517	Respond to change in a business environment	3
3	A/601/2547	Contribute to innovation in a business environment	4

B2: PROJECT MANAGEMENT

3	J/601/2549	Contribute to running a project	5
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B3: DOCUMENT PRODUCTION

2	T/601/2482	Produce documents in a business environment	4
2	A/601/2483	Prepare text from notes	3
2	F/601/2484	Prepare text from notes using touch typing (40 wpm)	3
2	J/601/2485	Prepare text from shorthand (60 wpm)	8
2	L/601/2486	Prepare text from recorded audio instruction (40 wpm)	4
3	M/601/2531	Design and produce documents in a business environment	4
3	T/601/2532	Prepare text from notes using touch typing (60 wpm)	4
3	A/601/2533	Prepare text from shorthand (80 wpm)	8
3	F/601/2534	Prepare text from recorded audio instruction (60 wpm)	4

B4 : EVENTS AND MEETINGS

2	L/601/2505	Support the organisation of an event	2
2	D/601/2508	Support the co-ordination of an event	3
2	Y/601/2510	Support the organisation of business travel or accommodation	3
2	T/601/2515	Support the organisation of meetings	4
3	R/601/2540	Plan and organise an event	4
3	Y/601/2541	Co-ordinate an event	4

3	D/601/2542	Plan and organise meetings	5
B5: COMMUNICATIONS			
1	K/601/2446	Make and receive telephone calls	3
2	H/601/2476	Use electronic message systems	1
2	K/601/2477	Use a diary system	3
2	M/601/2478	Take minutes	4
3	M/601/2528	Develop a presentation	3
3	T/601/2529	Deliver a presentation	3
B6: CUSTOMER SERVICE			
2	T/601/2479	Handle mail	3
2	K/601/2480	Provide reception services	3
2	Y/601/2457	Meet and welcome visitors	3
3	F/601/2550	Deliver, monitor and evaluate customer services to internal customers	3
3	F/601/2551	Deliver, monitor and evaluate customer services to external customers	3
B7: MANAGE INFORMATION AND DATA			
2	R/601/2487	Organise and report data	3
2	Y/601/2488	Research information	4
2	R/601/2490	Store and retrieve information	3
2	Y/601/2491	Archive information	2
2	J/601/2518	Support the management and development of an information system	7
3	L/601/2536	Support the design and development of an information system	7
3	R/601/2537	Monitor information systems	7
3	Y/601/2538	Analyse and report data	6
B8: BUSINESS RESOURCES			
2	H/601/2493	Use office equipment	4
2	M/601/2495	Maintain and issue stationery stock items	3
3	D/601/2539	Order products and services	5
3	J/601/2552	Agree a budget	4
B9: SPECIALISED BUSINESS SUPPORT SERVICES – HUMAN RESOURCES			
2	T/601/2790	Administer human resources records	3
2	A/601/2791	Administer the recruitment and selection process	3
GROUP C: OPTIONAL UNITS (Maximum of 5 credits)			
C1: HEALTH, SAFETY AND SECURITY OF PEOPLE PREMISE AND PROPERTY			
1	T/601/2465	Use occupational and safety guidelines when using keyboards	2
C2: IT			
1	A/502/4395	Bespoke software	2
1	F/502/4558	Data management software	2
1	H/502/4553	Database software	3
1	T/502/4153	Improving productivity using IT	3

1	R/502/4256	IT security for users	1
1	K/502/4621	Presentation software	3
1	Y/502/4209	Set up an IT system	3
1	A/502/4624	Spreadsheet software	3
1	A/502/4378	Using collaborative technologies	3
1	L/502/4630	Website software	3
1	L/502/4627	Word processing software	3
2	F/502/4396	Bespoke software	3
2	F/502/4559	Data management software	3
2	M502/4555	Database software	4
2	J/502/4156	Improving productivity using IT	4
2	Y/502/4257	IT security for users	2
2	M/502/4622	Presentation software	4
2	L/502/4210	Set up an IT system	4
2	F/502/4625	Spreadsheet software	4
2	F/502/4379	Using collaborative technologies	4
2	R/502/4631	Website software	4
2	R/502/4628	Word processing software	4

C3: FINANCE

1	L/600/8793	Making gross pay calculations	1
1	R/600/8794	Payroll preparation	2
1	Y/600/8795	Payroll processing	2
2	R/600/8892	Fundamentals of employment legislation for payroll	1
2	A/600/8756	Principles of recording and processing financial transactions	2
2	J/600/8758	Preparing and recording financial documentation	2
2	L/600/8759	Maintaining and reconciling the cashbook	2
2	F/600/8760	Processing ledger transactions and extracting a trial balance	2
2	K/600/8770	Maintaining control accounts	1
2	D/600/4926	Provide basic cost and revenue information	2

***BARRED COMBINATIONS OPTIONAL GROUP B**

- A. Only one unit may be selected from units Q212 or Q213 or Q312 from Group B3: Document Production
- B. Either unit Q214 or Q313 may be selected from Group B3: Document Production, but not both
- C. Either unit Q215 or Q314 may be selected from Group B3: Document Production, but not both
- D. Either unit Q216 or Q315 may be selected from Group B3: Document Production, but not both
- E. Either unit Q223 or Q320 may be selected from Group B4: Events and Meetings, but not both
- F. Either unit Q224 or Q321 may be selected from Group B4: Events and Meetings, but not both

- G. Either unit Q226 or Q322 may be selected from Group B4: Events and Meetings, but not both
- H. Either unit Q211 or Q256 may be selected from Group B6: Customer Services, but not both

**** BARRED COMBINATIONS OPTIONAL GROUP C**

- A. Either Unit Q115 (Bespoke or specialist software) or Unit Q238 (Bespoke or specialist software) may be selected from Group C2: IT, but not both;
- B. Either Unit Q116 (Data management software) or Unit Q239 (Data management software) may be selected from Group C2: IT, but not both;
- C. Either Unit Q117 (Database software) or Unit Q240 (Database software) may be selected from Group C2: IT, but not both;
- D. Either Unit Q118 (Improving productivity using IT) or Unit Q241 (Improving productivity using IT) may be selected from Group C2: IT, but not both;
- E. Either Unit Q119 (IT security for users) or Unit Q242 (IT security for users) may be selected from Group C2: IT, but not both;
- F. Either Unit Q120 (Presentation software) or Unit Q243 (Presentation software) may be selected from Group C2: IT, but not both;
- G. Either Unit Q121 (Setting up an IT system) or Unit Q244 (Setting up an IT system) may be selected from Group C2: IT, but not both;
- H. Either Unit Q122 (Spreadsheet software) or Unit Q245 (Spreadsheet software) may be selected from Group C2: IT, but not both;
- I. Either Unit Q123 (Using collaborative technologies) or Unit Q246 (Using collaborative technologies) may be selected from Unit Group C2: IT, but not both;
- J. Either Unit Q124 (Website software) or Unit Q247 (Website software) may be selected from Group C2: IT, but not both; and,
- K. Either Unit Q125 (Word processing software) or Unit Q248 (Word processing software) may be selected from Group C2: IT, but not both.

OCR Level 2 NVQ Diploma in Business & Administration

Rule of Combination

To achieve a Level 2 Diploma in Business & Administration, you must complete a **minimum of 37 credits**, of which **24 credits** must be selected from **units at level 2**:

1. **9 credits** must be completed from **GROUP A: MANDATORY UNITS**;
2. A **minimum of 17 credits** from **GROUP B: OPTIONAL UNITS** – please see barred combinations below*
3. A **maximum of 11 credits** from **GROUP C: OPTIONAL UNITS** – please see barred combinations below**

GROUP A: MANDATORY UNITS (9 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
2	F/601/2467	Manage own performance in a business environment	2
2	L/601/2469	Improve own performance in a business environment	2
2	F/601/2470	Work in a business environment	2
2	D/601/2475	Communicate in a business environment	3

GROUP B: OPTIONAL UNITS (Minimum of 17 credits)

B1: WORK RESPONSIBILITIES

2	L/601/2472	Solve business problems	4
2	Y/601/2474	Work with other people in a business environment	3
2	F/601/2517	Respond to change in a business environment	3
3	A/601/2547	Contribute to innovation in a business environment	4

B2: PROJECT MANAGEMENT

3	J/601/2549	Contribute to running a project	5
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B3: DOCUMENT PRODUCTION

2	T/601/2482	Produce documents in a business environment	4
2	A/601/2483	Prepare text from notes	3
2	F/601/2484	Prepare text from notes using touch typing (40 wpm)	3
2	J/601/2485	Prepare text from shorthand (60 wpm)	8
2	L/601/2486	Prepare text from recorded audio instruction (40 wpm)	4
3	M/601/2531	Design and produce documents in a business environment	4
3	T/601/2532	Prepare text from notes using touch typing (60 wpm)	4
3	A/601/2533	Prepare text from shorthand (80 wpm)	8
3	F/601/2534	Prepare text from recorded audio instruction (60 wpm)	4

B4 : EVENTS AND MEETINGS

2	L/601/2505	Support the organisation of an event	2
2	D/601/2508	Support the co-ordination of an event	3
2	Y/601/2510	Support the organisation of business travel or accommodation	3
2	T/601/2515	Support the organisation of meetings	4
3	R/601/2540	Plan and organise an event	4
3	Y/601/2541	Co-ordinate an event	4

3	D/601/2542	Plan and organise meetings	5
B5: COMMUNICATIONS			
1	K/601/2446	Make and receive telephone calls	3
2	H/601/2476	Use electronic message systems	1
2	K/601/2477	Use a diary system	3
2	M/601/2478	Take minutes	4
3	M/601/2528	Develop a presentation	3
3	T/601/2529	Deliver a presentation	3
B6: CUSTOMER SERVICE			
2	T/601/2479	Handle mail	3
2	K/601/2480	Provide reception services	3
2	Y/601/2457	Meet and welcome visitors	3
3	F/601/2550	Deliver, monitor and evaluate customer services to internal customers	3
3	F/601/2551	Deliver, monitor and evaluate customer services to external customers	3
B7: MANAGE INFORMATION AND DATA			
2	R/601/2487	Organise and report data	3
2	Y/601/2488	Research information	4
2	R/601/2490	Store and retrieve information	3
2	Y/601/2491	Archive information	2
2	J/601/2518	Support the management and development of an information system	7
3	L/601/2536	Support the design and development of an information system	7
3	R/601/2537	Monitor information systems	7
3	Y/601/2538	Analyse and report data	6
B8: BUSINESS RESOURCES			
2	H/601/2493	Use office equipment	4
2	M/601/2495	Maintain and issue stationery stock items	3
3	D/601/2539	Order products and services	5
3	J/601/2552	Agree a budget	4
B9: SPECIALISED BUSINESS SUPPORT SERVICES – HUMAN RESOURCES			
2	T/601/2790	Administer human resources records	3
2	A/601/2791	Administer the recruitment and selection process	3
GROUP C: OPTIONAL UNITS (Maximum of 11 credits)			
C1: HEALTH, SAFETY AND SECURITY OF PEOPLE PREMISE AND PROPERTY			
1	T/601/2465	Use occupational and safety guidelines when using keyboards	2
C2: IT			
1	A/502/4395	Bespoke software	2
1	F/502/4558	Data management software	2
1	H/502/4553	Database software	3
1	T/502/4153	Improving productivity using IT	3

1	R/502/4256	IT security for users	1
1	K/502/4621	Presentation software	3
1	Y/502/4209	Set up an IT system	3
1	A/502/4624	Spreadsheet software	3
1	A/502/4378	Using collaborative technologies	3
1	L/502/4630	Website software	3
1	L/502/4627	Word processing software	3
2	F/502/4396	Bespoke software	3
2	F/502/4559	Data management software	3
2	M502/4555	Database software	4
2	J/502/4156	Improving productivity using IT	4
2	Y/502/4257	IT security for users	2
2	M/502/4622	Presentation software	4
2	L/502/4210	Set up an IT system	4
2	F/502/4625	Spreadsheet software	4
2	F/502/4379	Using collaborative technologies	4
2	R/502/4631	Website software	4
2	R/502/4628	Word processing software	4

C3: FINANCE

1	L/600/8793	Making gross pay calculations	1
1	R/600/8794	Payroll preparation	2
1	Y/600/8795	Payroll processing	2
2	R/600/8892	Fundamentals of employment legislation for payroll	1
2	A/600/8756	Principles of recording and processing financial transactions	2
2	J/600/8758	Preparing and recording financial documentation	2
2	L/600/8759	Maintaining and reconciling the cashbook	2
2	F/600/8760	Processing ledger transactions and extracting a trial balance	2
2	K/600/8770	Maintaining control accounts	1
2	D/600/4926	Provide basic cost and Revenue Information	2

*** BARRED COMBINATIONS OPTIONAL GROUP B**

- A. Only one unit may be selected from units Q212 or Q213 or Q312 from Group B3: Document Production;
- B. Either unit Q214 or Q313 may be selected from Group B3: Document Production, but not both;
- C. Either unit Q215 or Q314 may be selected from Group B3: Document Production, but not both;
- D. Either unit Q216 or Q315 may be selected from Group B3: Document Production, but not both;
- E. Either unit Q223 or Q320 may be selected from Group B4: Events and Meetings, but not both;
- F. Either unit Q224 or Q321 may be selected from Group B4: Events and Meetings, but not both;

- G. Either unit Q226 or Q322 may be selected from Group B4: Events and Meetings, but not both;
- H. Either unit Q211 or Q256 may be selected from Group B6: Customer Services, but not both

**** BARRED COMBINATIONS OPTIONAL GROUP C**

- A. Either Unit Q115 (Bespoke or specialist software) or Unit Q238 (Bespoke or specialist software) may be selected from Group C3: IT, but not both;
- B. Either Unit Q116 (Data management software) or Unit Q239 (Data management software) may be selected from Group C3: IT, but not both;
- C. Either Unit Q117 (Database software) or Unit Q240 (Database software) may be selected from Group C3: IT, but not both;
- D. Either Unit Q118 (Improving productivity using IT) or Unit Q241 (Improving productivity using IT) may be selected from Group C3: IT, but not both;
- E. Either Unit Q119 (IT security for users) or Unit Q242 (IT security for users) may be selected from Group C3: IT, but not both;
- F. Either Unit Q120 (Presentation software) or Unit Q243 (Presentation software) may be selected from Group C3: IT, but not both;
- G. Either Unit Q121 (Setting up an IT system) or Unit Q244 (Setting up an IT system) may be selected from Group C3: IT, but not both;
- H. Either Unit Q122 (Spreadsheet software) or Unit Q245 (Spreadsheet software) may be selected from Group C3: IT, but not both;
- I. Either Unit Q123 (Using collaborative technologies) or Unit Q246 (Using collaborative technologies) may be selected from Unit Group C3: IT, but not both;
- J. Either Unit Q124 (Website software) or Unit Q247 (Website software) may be selected from Group C3: IT, but not both; and,
- K. Either Unit Q125 (Word processing software) or Unit Q248 (Word processing software) may be selected from Group C3: IT, but not both.

OCR Level 3 NVQ Certificate in Business & Administration

Rules of Combination

To achieve a Level 3 Certificate in Business & Administration, you must complete a **minimum of 30 credits**, of which, at least **20 credits** must be selected from **Level 3 units**:

1. **Thirteen credits** must be completed from **GROUP A MANDATORY UNITS**; and,
2. A **minimum of 11 credits** from **GROUP B OPTIONAL UNITS** – please see barred combinations below *
3. A **maximum of 6 credits** from **GROUP C OPTIONAL UNITS** – please see barred combinations below **

GROUP A MANDATORY UNITS (13 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
3	L/601/2519	Manage own performance in a business environment	3
3	F/601/2520	Evaluate and improve own performance in a business environment	3
3	J/601/2521	Work in a business environment	4
3	K/601/2527	Communicate in a business environment	3

GROUP B OPTONAL UNITS (Minimum of 11 credits)

B1: WORK RESPONSIBILITIES

2	F/601/2517	Respond to change in a business environment	3
3	L/601/2522	Solve business problems	4
3	R/601/2523	Work with other people in a business environment	4
3	Y/601/2524	Contribute to decision-making in a business environment	3
3	D/601/2525	Negotiate in a business environment	5
3	H/601/2526	Supervise a team in a business environment	6
3	A/601/2547	Contribute to innovation in a business environment	4

B2: BUSINESS SUPPORT SERVICES

3	T/601/2546	Supervise an office facility	5
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B3: PROJECT MANAGEMENT

3	J/601/2549	Contribute to running a project	5
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B4: DOCUMENT PRODUCTION

2	T/601/2482	Produce documents in a business environment	4
2	A/601/2483	Prepare text from notes	3
2	F/601/2484	Prepare text from notes using touch typing (40 wpm)	3
2	J/601/2485	Prepare text from shorthand (60 wpm)	8
2	L/601/2486	Prepare text from recorded audio instruction (40 wpm)	4
3	M/601/2531	Design and produce documents in a business environment	4
3	T/601/2532	Prepare text from notes using touch typing (60 wpm)	4
3	A/601/2533	Prepare text from shorthand (80 wpm)	8

3	F/601/2534	Prepare text from recorded audio instruction (60 wpm)	4
B5: EVENTS AND MEETINGS			
2	L/601/2505	Support organisation of an event	2
2	D/601/2508	Support co-ordination of an event	3
2	Y/601/2510	Support the organisation of business travel or accommodation	3
2	T/601/2515	Support the organisation of meetings	4
3	R/601/2540	Plan and organise an event	4
3	Y/601/2541	Co-ordinate an event	4
3	D/601/2542	Plan and organise meetings	5
3	H/601/2543	Organise business travel or accommodation	5
3	K/601/2544	Evaluate organisation of business travel or accommodation	2
B6: COMMUNICATIONS			
2	H/601/2476	Use electronic message systems	1
2	K/601/2477	Use a diary system	3
2	M/601/2478	Take minutes	4
3	M/601/2528	Develop a presentation	3
3	T/601/2529	Deliver a presentation	3
B7: CUSTOMER SERVICE			
2	T/601/2479	Handle mail	3
2	K/601/2480	Provide reception services	3
2	Y/601/2457	Meet and welcome visitors	3
3	F/601/2550	Deliver, monitor and evaluate customer services to internal customers	3
3	F/601/2551	Deliver, monitor and evaluate customer services to external customers	3
3	D/601/1228	Use customer service as a competitive tool	8
3	J/601/1515	Monitor and solve customer service problems	6
B8: MANAGE INFORMATION AND DATA			
2	R/601/2487	Organise and report data	3
2	Y/601/2488	Research information	4
2	R/601/2490	Store and retrieve information	3
2	Y/601/2491	Archive information	2
2	J/601/2518	Support the management and development of information systems	7
3	L/601/2536	Support the design and development of information systems	7
3	R/601/2537	Monitor information system	7
3	Y/601/2538	Analyse and report data	6
4	T/601/2563	Design and develop an information system	7
4	A/601/2564	Manage and evaluate an information system	6

B9: BUSINESS RESOURCES

2	H/601/2493	Use office equipment	4
2	M/601/2495	Maintain and issue stationery stock items	3
3	D/601/2539	Order products and service	5
3	J/601/2552	Agree a budget	4

B10: INNOVATION AND CHANGE

2	F/601/2517	Respond to change in a business environment	3
3	A/601/2547	Contribute to innovation in a business environment	4
4	K/601/2575	Contribute to innovation in a business environment	6
4	M/601/2576	Plan change for a team	6

B11: SPECIALISED BUSINESS SUPPORT SERVICES – HUMAN RESOURCES

2	T/601/2790	Administer human resources records	3
2	A/601/2791	Administer the recruitment and selection process	3

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
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GROUP C: OPTIONAL UNITS (Maximum of 6 credits)**C1: HEALTH, SAFETY AND SECURITY OF PEOPLE PREMISE AND PROPERTY**

1	T/601/2465	Use occupational and safety guidelines when using keyboards	2
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C2: IT

2	F/502/4396	Bespoke software	3
2	F/502/4559	Data management software	3
2	M502/4555	Database software	4
2	J/502/4156	Improving productivity using IT	4
2	Y/502/4257	IT security for users	2
2	M/502/4622	Presentation software	4
2	L/502/4210	Set up an IT system	4
2	F/502/4625	Spreadsheet software	4
2	F/502/4379	Using collaborative technologies	4
2	R/502/4631	Website software	4
2	R/502/4628	Word processing software	4
3	J/502/4397	Bespoke software	4
3	A/502/4560	Data management software	4
3	T/502/4556	Database software	6
3	L/502/4157	Improving productivity using IT	5
3	D/502/4258	IT security for users	3
3	T/502/4623	Presentation software	6
3	R/502/4211	Set up an IT system	5
3	J/502/4626	Spreadsheet software	6
3	T/502/4380	Using collaborative technologies	6
3	Y/502/4632	Website software	5
3	Y/502/4629	Word processing software	6

C3: FINANCE

2	R/600/8892	Fundamentals of employment legislation for payroll	1
2	A/600/8756	Principles of recording and processing financial transactions	2
2	J/600/8758	Preparing and recording financial documentation	2
2	L/600/8759	Maintaining and reconciling the cashbook	2
2	F/600/8760	Processing ledger transactions and extracting a trial balance	2
2	K/600/8770	Maintaining control accounts	1
2	D/600/4926	Provide basic cost and revenue information	2

C4: LEADERSHIP AND MANAGEMENT

4	K/600/9711	Manage physical resources	3
4	M/600/9712	Manage the environmental impact of work activities	5
4	M/600/9600	Set objectives and provide support for team members	5
4	T/600/9601	Provide leadership and direction for own area of responsibility	5
4	M/600/9676	Support learning and development within own area of responsibility	5
4	K/600/9661	Develop working relationships with colleagues and stakeholders	4

*** BARRED COMBINATIONS OPTIONAL GROUP B**

- A. Only one unit may be selected from units Q212 or Q213 or Q312 from Group B4: Document Production;
- B. Either unit Q214 or Q313 may be selected from Group B4: Document Production, but not both;
- C. Either unit Q215 or Q314 may be selected from Group B4: Document Production, but not both;
- D. Either unit Q216 or Q315 may be selected from Group B4: Document Production, but not both;
- E. Either unit Q223 or Q320 may be selected from Group B5: Events and Meetings, but not both;
- F. Either unit Q224 or Q321 may be selected from Group B5: Events and Meetings, but not both;
- G. Either unit Q225 or Q323 may be selected from Group B5: Events and Meetings, but not both;
- H. Either unit Q226 or Q322 may be selected from Group B5: Events and Meetings, but not both;
- I. Either Q211 or Q256 may be selected from Group B7: Customer Service, but not both;
- J. Either unit Q228 or Q411 may be selected from Group B8: Manage Information and Data, but not both; and,

**** BARRED COMBINATIONS OPTIONAL GROUP C**

- A. Either Unit Q238 (Bespoke or specialist software) or Unit Q342 (Bespoke or specialist software) may be selected from Group C6: IT, but not both;
- B. Either Unit Q239 (Data management software) or Unit Q343 (Data management software) may be selected from Group C6: IT, but not both;
- C. Either Unit Q240 (Database software) or Unit Q344 (Database software) may be selected from Group C6: IT, but not both;
- D. Either Unit Q241 (Improving productivity using IT) or Unit Q345 (Improving productivity using IT) may be selected from Group C6: IT, but not both;
- E. Either Unit Q242 (IT security for users) or Unit Q346 (IT security for users) may be selected from Group C6: IT, but not both;
- F. Either Unit Q243 (Presentation software) or Unit Q347 (Presentation software) may be selected from Group C6: IT, but not both;
- G. Either Unit Q244 (Setting up an IT system) or Unit Q348 (Setting up an IT system) may be selected from Group C6: IT, but not both;
- H. Either Unit Q245 (Spreadsheet software) or Unit Q349 (Spreadsheet software) may be selected from Group C6: IT, but not both;
- I. Either Unit Q246 (Using collaborative technologies) or Unit Q350 (Using collaborative technologies) may be selected from Unit Group C6: IT, but not both;
- J. Either Unit Q247 (Website software) or Unit Q351 (Website software) may be selected from Group C6: IT, but not both;
- K. Either Unit Q248 (Word processing software) or Unit Q352 (Word processing software) may be selected from Group C6: IT, but not both.

Level 3 NVQ Diploma in Business & Administration

Rule of Combination

To achieve a Level 3 Diploma in Business & Administration, you must complete a **minimum of 40 credits**, of which, **at least 27 credits** must come from **units at Level 3**:

1. **Thirteen credits** must be completed from **GROUP A MANDATORY UNITS**; and,
2. A **minimum of 14 credits** from **GROUP B OPTIONAL UNITS** – please see barred combinations below *
3. A **maximum of 13 credits** from **GROUP C OPTIONAL UNITS** – please see barred combinations below *

GROUP A: MANDATORY UNITS (13 credits)

LEVEL	WBA UNIT NO.	UNIT TITLE	CREDITS
3	L/601/2519	Manage own performance in a business environment	3
3	F/601/2520	Evaluate and improve own performance in a business environment	3
3	J/601/2521	Work in a business environment	4
3	K/601/2527	Communicate in a business environment	3

GROUP B: OPTIONAL UNITS (Minimum of 14 credits)

B1: WORK RESPONSIBILITIES

3	L/601/2522	Solve business problems	4
3	R/601/2523	Work with other people in a business environment	4
3	Y/601/2524	Contribute to decision-making in a business environment	3
3	D/601/2525	Negotiate in a business environment	5
3	H/601/2526	Supervise a team in a business environment	6
3	T/601/2546	Supervise an office facility	5

B2: PROJECT MANAGEMENT

3	J/601/2549	Contribute to running a project	5
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B3: DOCUMENT PRODUCTION

2	T/601/2482	Produce documents in a business environment	4
2	A/601/2483	Prepare text from notes	3
2	F/601/2484	Prepare text from notes using touch typing (40 wpm)	3
2	J/601/2485	Prepare text from shorthand (60 wpm)	8
2	L/601/2486	Prepare text from recorded audio instruction (40 wpm)	4
3	M/601/2531	Design and produce documents in a business environment	4
3	T/601/2532	Prepare text from notes using touch typing (60 wpm)	4
3	A/601/2533	Prepare text from shorthand (80 wpm)	8
3	F/601/2534	Prepare text from recorded audio instruction (60 wpm)	4

B4: EVENTS AND MEETINGS

2	L/601/2505	Support the organisation of an event	2
2	D/601/2508	Support the co-ordination of an event	3
2	Y/601/2510	Support the organisation of business travel or accommodation	3
2	T/601/2515	Support the organisation of meetings	4
3	R/601/2540	Plan and organise an event	4
3	Y/601/2541	Co-ordinate an event	4
3	D/601/2542	Plan and organise meetings	5
3	H/601/2543	Organise business travel or accommodation	5
3	K/601/2544	Evaluate organisation of business travel or accommodation	2

B5: CUSTOMER SERVICE

2	T/601/2479	Handle mail	3
2	K/601/2480	Provide reception services	3
2	Y/601/2457	Meet and welcome visitors	3
3	F/601/2550	Deliver, monitor and evaluate customer services to internal customers	3
3	F/601/2551	Deliver, monitor and evaluate customer services to external customers	3
3	D/601/1228	Use customer service as a competitive tool	8
3	J/601/1515	Maintain and solve customer service problems	6

B6: COMMUNICATIONS

2	H/601/2476	Use electronic message systems	1
2	K/601/2477	Use diary systems	3
2	M/601/2478	Take minutes	4
3	M/601/2528	Develop a presentation	3
3	T/601/2529	Deliver a presentation	3

B7: MANAGE INFORMATION AND DATA

2	R/601/2487	Organise and report data	3
2	Y/601/2488	Research Information	4
2	R/601/2490	Store and retrieve information	3
2	Y/601/2491	Archive information	2
2	J/601/2518	Support the management and development of an information system	7
3	L/601/2536	Support the design and development of an information system	7
3	R/601/2537	Monitor information systems	5
3	Y/601/2538	Analyse and report data	6
4	T/601/2563	Design and develop an information system	7
4	A/601/2564	Manage and evaluate an information system	6

B8: BUSINESS RESOURCES

2	H/601/2496	Use office equipment	3
2	M/601/2495	Maintain and issue stationery stock items	3
3	D/601/2539	Order products and service	5
3	J/601/2552	Agree a budget	4
4	T/601/2580	Manage budgets	5

B9: INNOVATION AND CHANGE

2	F/601/2517	Respond to change in a business environment	3
3	A/601/2547	Contribute to innovation in a business environment	4
4	K/601/2575	Contribute to innovation in a business environment	6
4	M/601/2576	Plan change for a team	6

B10: SPECIALISED BUSINESS SUPPORT SERVICES – HUMAN RESOURCES

2	T/601/2790	Administer human resources records	3
2	A/601/2791	Administer the recruitment and selection process	3

GROUP C: OPTIONAL UNITS(Maximum of 13 credits)**C1: HEALTH, SAFETY AND SECURITY OF PEOPLE PREMISE AND PROPERTY**

1	T/601/2465	Use occupational and safety guidelines when using keyboards	2
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C2: IT

2	F/502/4396	Bespoke software	3
2	F/502/4559	Data management software	3
2	M502/4555	Database software	4
2	J/502/4156	Improving productivity using IT	4
2	Y/502/4257	IT security for users	2
2	M/502/4622	Presentation software	4
2	L/502/4210	Set up an IT system	4
2	F/502/4625	Spreadsheet software	4
2	F/502/4379	Using collaborative technologies	4
2	R/502/4631	Website software	4
2	R/502/4628	Word processing software	4
3	J/502/4397	Bespoke software	4
3	A/502/4560	Data management software	4
3	T/502/4556	Database software	6
3	L/502/4157	Improving productivity using IT	5
3	D/502/4258	IT security for users	3
3	T/502/4623	Presentation software	6
3	R/502/4211	Set up an IT system	5
3	J/502/4626	Spreadsheet software	6
3	T/502/4380	Using collaborative technologies	6
3	Y/502/4632	Website software	5
3	Y/502/4629	Word processing software	6

C3: FINANCE

2	R/600/8892	Fundamentals of employment legislation for payroll	1
2	A/600/8756	Principles of recording and processing financial transactions	2
2	J/600/8758	Preparing and recording financial documentation	2
2	L/600/8759	Maintaining and reconciling the cashbook	2
2	F/600/8760	Processing ledger transactions and extracting a trial balance	2
2	K/600/8770	Maintaining control accounts	1
2	D/600/4926	Provide basic cost and revenue information	2

C4: LEADERSHIP AND MANAGEMENT

4	K/600/9711	Manage physical resources	3
4	M/600/9712	Manage the environmental impact of work activities	5
4	M/600/9600	Set objectives and provide support for team members	5
4	T/600/9601	Provide leadership and direction for own area of responsibility	5
4	M/600/9676	Support learning and development within own area of responsibility	5
4	K/600/9661	Develop working relationships with colleagues and stakeholders	4

*** BARRED COMBINATIONS OPTIONAL GROUP B**

- A. Only one unit may be selected from units Q212 or Q213 or Q312 from Group B3: Document Production;
- B. Either unit Q214 or Q313 may be selected from Group B3: Document Production, but not both;
- C. Either unit Q215 or Q314 may be selected from Group B3: Document Production, but not both;
- D. Either unit Q216 or Q315 may be selected from Group B3: Document Production, but not both;
- E. Either unit Q223 or Q320 may be selected from Group B4: Events and Meetings, but not both;
- F. Either unit Q224 or Q321 may be selected from Group B4: Events and Meetings, but not both;
- G. Either unit Q225 or Q323 may be selected from Group B4: Events and Meetings, but not both;
- H. Either unit Q226 or Q322 may be selected from Group B4: Events and Meetings, but not both;
- I. Either Q211 or Q256 may be selected from Group B5: Customer Service, but not both;
- J. Either unit Q228 or Q411 may be selected from Group B7: Manage Information and Data, but not both;
- K. Either unit Q327 or Q419 may be selected from Group B9: Innovation and Change, but not both; and,

**** BARRED COMBINATIONS OPTIONAL GROUP C**

- A. Either Unit Q238 (Bespoke or specialist software) or Unit Q342 (Bespoke or specialist software) may be selected from Group C7: IT, but not both;
 - B. Either Unit Q239 (Data management software) or Unit Q343 (Data management software) may be selected from Group C7: IT, but not both;
 - C. Either Unit Q240 (Database software) or Unit Q344 (Database software) may be selected from Group C7: IT, but not both;
 - D. Either Unit Q241 (Improving productivity using IT) or Unit Q345 (Improving productivity using IT) may be selected from Group C7: IT, but not both;
 - E. Either Unit Q242 (IT security for users) or Unit Q346 (IT security for users) may be selected from Group C7: IT, but not both;
 - F. Either Unit Q243 (Presentation software) or Unit Q347 (Presentation software) may be selected from Group C7: IT, but not both;
 - G. Either Unit Q244 (Setting up an IT system) or Unit Q348 (Setting up an IT system) may be selected from Group C7: IT, but not both;
 - H. Either Unit Q245 (Spreadsheet software) or Unit Q349 (Spreadsheet software) may be selected from Group C7: IT, but not both;
 - I. Either Unit Q246 (Using collaborative technologies) or Unit Q350 (Using collaborative technologies) may be selected from Unit Group C7: IT, but not both;
 - J. Either Unit Q247 (Website software) or Unit Q351 (Website software) may be selected from Group C7: IT, but not both;
- Either Unit Q248 (Word processing software) or Unit Q352 (Word processing software) may be selected from Group C7: IT, but not both.

OCR Level 4 NVQ Certificate in Business & Administration

Rule of Combination

To achieve a Level 4 Certificate in Business & Administration, you must complete a **minimum of 31 credits**, of which **20 credits** must be selected from **units at level 4**:

1. **Twenty one credits** must be completed from **GROUP A MANDATORY UNITS**; and
2. A **minimum of 10 credits** from **GROUP B OPTIONAL UNITS**.

GROUP A: MANDATORY UNITS (21 credits)

LEVE L	UNIT NO.	UNIT TITLE	CREDIT S
4	L/601/2553	Manage and be accountable for own performance in a business environment	3
4	R/601/2554	Evaluate and improve own performance in a business environment	4
4	Y/601/2555	Support the purpose and values of an organisation	4
4	D/601/2556	Support sustainability in a business environment	3
4	H/601/2557	Assess, manage and monitor risk in a business environment	4
4	M/601/2562	Communicate in a business environment	3

GROUP B: OPTIONAL UNITS (Minimum of 10 credits)

B1: WORK RESPONSIBILITIES

4	K/601/2558	Evaluate and solve business problems	6
4	H/601/2560	Make decisions in a business environment	4
4	K/601/2561	Negotiate in a business environment	7

B2: BUSINESS SUPPORT SERVICES

4	L/601/2567	Manage an office facility	6
4	Y/601/2569	Propose and design administrative services	8
4	L/601/2570	Prepare, co-ordinate and monitor operational plans	6
4	Y/601/2572	Implement, monitor and maintain administrative services	7

B3: PROJECT MANAGEMENT

3	J/6012549	Contribute to running a project	5
5	A/601/2578	Manage a project	10

B4: COMMUNICATIONS

3	M/601/2528	Develop a presentation	3
3	T/601/2529	Deliver a presentation	3

B5: EVENTS AND MEETINGS

3	R/601/2540	Plan and organise an event	4
3	Y/601/2541	Co-ordinate an event	4
3	D/601/2542	Plan and organise meetings	5
3	H/601/2543	Organise business travel or accommodation	5

3	K/601/2544	Evaluate organisation of business travel or accommodation	2
4	J/601/2566	Chair meetings	4

B6: CUSTOMER SERVICE

3	F/601/2550	Deliver, monitor and evaluate customer services to internal customers	3
3	F/601/2551	Deliver, monitor and evaluate customer services to external customers	3
3	D/601/1228	Use customer service as a competitive tool	8
3	J/601/1515	Monitor and solve customer service problems	6
4	A/601/1236	Plan, organise and control customer service operations	10

B7: MANAGE INFORMATION AND DATA

3	L/601/2536	Support the design and development of an information system	7
3	R/601/2537	Monitor information systems	7
3	Y/601/2538	Analyse and report data	6
4	T/601/2563	Design and develop an information system	7
4	A/601/2564	Manage and evaluate an information system	6

B8: BUSINESS RESOURCES

3	D/601/2539	Order products and service	5
3	J/601/2552	Agree a budget	4
4	F/601/2565	Prepare specifications for contracts	5
4	T/601/2580	Manage budgets	5
5	R/601/2585	Invite tenders and select contractors	6
5	Y/601/2586	Monitor and evaluate contracts	6

B9 : INNOVATION AND CHANGE

4	K/601/2575	Contribute to innovation in a business environment	6
4	M/601/2576	Plan change for a team	6
5	D/601/2587	Plan change across teams	6
5	K/601/2589	Implement, monitor and review change	6

B10: LEADERSHIP AND MANAGEMENT

3	M/600/9600	Set objectives and provide support for team members	5
4	K/600/9711	Manage physical resources	3
4	M/600/9712	Manage the environmental impact of work	5

		activities	
4	K/600/9661	Develop working relationships with colleagues and stakeholders	4
4	T/600/9601	Provide leadership and direction for own area of responsibility	5
4	M/600/9676	Support learning and development within own area of responsibility	5
5	A/600/9759	Monitor and review business processes	3
5	T/600/9663	Recruit staff in own area of responsibility	4

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OCR Level 4 NVQ Diploma in Business & Administration

Rules of Combination

To achieve a Level 4 Diploma in Business & Administration, you must complete a **minimum of 40 credits**, of which **27 credits** must be selected from **units at level 4**.

1. **Twenty one credits** must be completed from **GROUP A MANDATORY CORE UNITS**; and,
2. A **minimum of 19 credits** must be completed from **GROUP B OPTIONAL UNITS**.

GROUP A: MANDATORY UNITS (21 credits)

LEVEL	UNIT NO.	UNIT TITLE	CREDITS
4	L/601/2553	Manage and be accountable for own performance in a business environment	3
4	R/601/2554	Evaluate and improve own performance in a business environment	4
4	Y/601/2555	Support the purpose and values of an organisation	4
4	D/601/2556	Support sustainability in a business environment	3
4	H/601/2557	Assess, manage and monitor risk in a business environment	4
4	M/601/2562	Communicate in a business environment	3

GROUP B: OPTIONAL UNITS (Minimum of 19 credits)

B1: WORK RESPONSIBILITIES

4	K/601/2558	Evaluate and solve business problems	6
4	H/601/2560	Make decisions in a business environment	4
4	K/601/2561	Negotiate in a business environment	7

B2: BUSINESS SUPPORT SERVICES

4	L/601/2567	Manage an office facility	6
4	Y/601/2569	Propose and design administrative services	8
4	L/601/2570	Prepare, co-ordinate and monitor operational plans	6
4	Y/601/2572	Implement, monitor and maintain administrative services	7

B3: PROJECT MANAGEMENT

3	J/6012549	Contribute to running a project	5
5	A/601/2578	Manage a project	10

B4: COMMUNICATIONS

3	M/601/2528	Develop a presentation	3
3	T/601/2529	Deliver a presentation	3

B5: EVENTS AND MEETINGS

3	R/601/2540	Plan and organise an event	4
3	Y/601/2541	Co-ordinate an event	4
3	D/601/2542	Plan and organise meetings	5
3	H/601/2543	Organise business travel or accommodation	5
3	K/601/2544	Evaluate the organisation of business travel or accommodation	2
4	J/601/2566	Chair meetings	4

B6: CUSTOMER SERVICE

3	F/601/2550	Deliver, monitor and evaluate customer services to internal customers	3
3	F/601/2551	Deliver, monitor and evaluate customer services to external customers	3
3	D/601/1228	Use customer service as a competitive tool	8
3	J/601/1515	Monitor and solve customer service problems	6
4	A/601/1236	Plan, organise and control customer service operations	10

B7: MANAGE INFORMATION AND DATA

3	L/601/2536	Support the design and development of an information system	7
3	R/601/2537	Monitor information systems	7
3	Y/601/2538	Analyse and report data	6
4	T/601/2563	Design and develop an information system	7
4	A/601/2564	Manage and evaluate an information system	6

B8: BUSINESS RESOURCES

3	D/601/2539	Order products and services	5
3	J/601/2552	Agree a budget	4
4	F/601/2565	Prepare specifications for contracts	5
4	T/601/2580	Manage budgets	5
5	R/601/2585	Invite tenders and select contractors	6
5	Y/601/2586	Monitor and evaluate contracts	6

B9: INNOVATION AND CHANGE

4	K/601/2575	Contribute to innovation in a business environment	6
4	M/601/2576	Plan change for a team	6
5	D/601/2587	Plan change across teams	6
5	K/601/2589	Implement, monitor and review change	6

B10: LEADERSHIP AND MANAGEMENT

3	M/600/9600	Set objectives and provide support for team members	5
5	A/600/9759	Monitor and review business processes	3
5	T/600/9663	Recruit staff in own area of responsibility	4
4	K/600/9711	Manage physical resources	3

4	M/600/9712	Manage the environmental impact of work activities	5
4	K/600/9661	Develop working relationships with colleagues and stakeholders	4
4	T/600/9601	Provide leadership and direction for own area of responsibility	5
4	M/600/9676	Support learning and development within own area of responsibility	5

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