



Oxford Cambridge and RSA

## OCR Level 7 NVQ Diploma in Management – Unit 41

Unit Title:	Lead innovation within an organisation (C3)
OCR Unit Number:	41
Unit Number:	D/600/9642
Level:	6
Credit value:	10
Guided learning hours:	40

### Unit purpose and aim

This unit helps learners to lead, develop and promote innovation within an organisation.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to analyse an organisation's current approach to innovation practice	1.1 Analyse and review the approaches to innovation employed by an organisation  1.2 Evaluate organisational approaches to innovation	This may include: <ul style="list-style-type: none"><li>• The overall vision, values, objectives and plans of the organisation</li><li>• The organisation's specific strategy in relation to innovation</li><li>• Current levels of innovation in their organisation and any blockages</li><li>• Examples of innovations that have taken place and outcomes</li><li>• Existing methods of encouraging people across the organisation to generate, develop and share ideas, and their impact</li><li>• People's perception of the organisation's response to innovative ideas.</li></ul>
2 Be able to design an innovation process for an organisation and demonstrate its implications for long-term success.	2.1 Identify and pursue opportunities for the organisation  2.2 Design an innovation process which fits with own organisation.	This may include: <ul style="list-style-type: none"><li>• The sector in which the organisation operates and sources of information on innovation within the sector</li><li>• Current and emerging political, economic, social, technological, environmental and legal developments in the sector</li></ul>

Learning Outcomes	Assessment Criteria	Exemplification
	2.3 Communicate the implications of the innovation process for long-term success for own organisation.	<ul style="list-style-type: none"> <li>Organisational guidelines and procedures for developing and implementing ideas</li> <li>The needs of customers and other key stakeholders</li> <li>Potential sources of ideas for new products and/or services and improvements</li> <li>The potential for working in partnership with external experts or organisations to generate and/or develop ideas</li> <li>How to measure the benefits of innovation to the organisation, its customers and other stakeholders.</li> </ul>
3 Be able to support others in implementing innovative ideas	3.1 Support others in ensuring that innovative ideas are fed into the operational process  3.2 Assess resourcing agreed ideas  3.3 Support others in implementing agreed ideas	This may include: <ul style="list-style-type: none"> <li>Motivations of people in their organisation to make suggestions for improvements</li> <li>How to encourage others to take acceptable risks in pursuing innovation</li> <li>How to provide constructive feedback on ideas to teams and individuals</li> <li>How to evaluate business cases which support innovation and approve those which appear viable</li> <li>Ways in which initial ideas can be further developed and tested</li> <li>The need to allocate sufficient resources, including time.</li> </ul>
4 Be able to review and improve the performance of the innovation process	4.1 Evaluate feedback from all stakeholders to improve the innovation process	This may include: <ul style="list-style-type: none"> <li>How to establish measurable evaluation criteria</li> <li>Stakeholders, their needs and expectations</li> <li>Ways to elicit feedback from stakeholders and how to evaluate this</li> <li>How to gauge the success of the organisation compared to others in the sector.</li> </ul>

Learning Outcomes	Assessment Criteria	Exemplification
5 Be able to provide recognition for the innovative success	5.1 Explain how to recognise achievements that are successfully implemented	<p>This may include:</p> <ul style="list-style-type: none"> <li>• The importance of acknowledging and communicating success throughout the organisation</li> <li>• The impact of positive reinforcement on the culture of the organisation</li> <li>• How to acknowledge, and encourage others to acknowledge, and learn from mistakes.</li> </ul>

## Assessment

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This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which will need to be made available to the OCR external verifier.

Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. Assessment must be based on naturally occurring evidence from the workplace.

## Evidence requirements

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In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

## Guidance on assessment and evidence requirements

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You should consult with your assessor to agree the most appropriate sources of evidence available to you in your environment. Examples of possible sources of evidence are shown below but this is not a definitive list nor are the examples shown mandatory:

- Copies of reports that you have produced analysing the organisation's approach to innovation
- Market research you have undertaken
- Copies of procedures you have written in respect of the innovation process
- Risk assessments
- Resource requisitions
- Feedback to and from stakeholders
- Cost:benefit analyses

## Details of relationship between the unit and national occupational standards

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This unit is based on the NOS produced by the Management Standards Centre (MSC)

Management and Leadership NOS unit C3, Encourage innovation in your organisation

**NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at [www.ukstandards.co.uk](http://www.ukstandards.co.uk).**

## Resources

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Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work. For example:

- [www.innovationuk.org.uk](http://www.innovationuk.org.uk)
- DAVILA, T., EPSTEIN, M.J. AND SHELTON, R. (2005) *Making Innovation Work: How to manage it, measure it and profit from it*. Wharton School Publishing

## Additional information

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For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850) on the OCR website [www.ocr.org.uk](http://www.ocr.org.uk)

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### Evidence Record Sheet

#### Unit 14 Lead innovation within an organisation (C3)

I confirm that the evidence provided is a result of my own work.

Signature of candidate: \_\_\_\_\_ Date: \_\_\_\_\_

Evidence reference	Evidence title	Assessment method	LO1		LO2			LO3			LO4	LO5
			1.1	1.2	2.1	2.2	2.3	3.1	3.2	3.3	4.1	5.1

I confirm that the candidate has demonstrated competence by satisfying all of the criteria for this unit.

Signature of assessor: \_\_\_\_\_ Name (in block capitals): \_\_\_\_\_ Date: \_\_\_\_\_

Countersignature of qualified assessor (if required) and date: \_\_\_\_\_

IV initials (if sampled) and date: \_\_\_\_\_ Countersignature of qualified IV (if required) and date: \_\_\_\_\_

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