



Oxford Cambridge and RSA

OCR Level 7 NVQ Diploma in Management – Unit 11

Unit Title:	Improve organisational performance (F12)
OCR Unit Number:	11
Unit Number:	J/600/9795
Level:	7
Credit value:	10
Guided learning hours:	40

Unit purpose and aim

This unit will ensure learners are able to evaluate organisational performance, identify opportunities and implement strategies for continuous improvement.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to examine the existing culture in relation to performance.	1.1 Critically evaluate the existing culture within own organisation. 1.2 Evaluate the impact of the culture on organisational performance.	This may include: <ul style="list-style-type: none">• How to seek feedback from customers and other key stakeholders• Prevalent attitudes within the workforce and how these impact on achieving organisational objectives• Methods of gauging the satisfaction levels of employees.• Staff absence and turnover statistics and information stemming from exit interviews• Predominant leadership styles and the appropriateness of these to the environment• Interdependencies between teams and individuals and the degree of cooperation that exists• The importance of reviewing critical events and learning from these.

Learning Outcomes	Assessment Criteria	Exemplification
<p>2 Be able to evaluate performance in own organisation.</p>	<p>2.1 Develop a system for collecting and analysing data.</p> <p>2.2 Analyse and benchmark performance of own organisation against competitor organisations.</p>	<p>This may include:</p> <ul style="list-style-type: none"> • Your organisation's vision, objectives and associated plans • The key performance indicators that will impact on achievement of the organisational objectives • Reporting structures and methods of collecting management information • How to interpret financial information showing operating costs • The sector in which the organisation operates and trends and developments within the sector • How to gather information in respect of competitors within the sector.
<p>3 Be able to identify opportunities for organisational improvement and develop a communications strategy.</p>	<p>3.1 Identify opportunities for improvement in line with organisational objectives.</p> <p>3.2 Define key success criteria for organisational improvement.</p> <p>3.3 Consult with key stakeholders.</p> <p>3.4 Develop a communications strategy for organisational improvement.</p> <p>3.5 Implement a communications strategy highlighting organisational improvements to all key stakeholders.</p>	<p>This may include:</p> <ul style="list-style-type: none"> • The principles which support organisational improvement • How to conduct cost:benefit analyses • How to identify and respond to changing market conditions • The importance of regularly re-affirming the needs and expectations of customers and other key stakeholders • The importance of establishing the causes and effects of problems and changes • How to challenge, and encourage others to challenge, the status quo. And how to develop a culture where this is acceptable • The importance of recognising and publicising success.

Learning Outcomes	Assessment Criteria	Exemplification
4 Be able to support continuous improvement in organisational performance.	4.1 Develop processes to support continuous improvement. 4.2 Agree support requirements with stakeholders in own organisation. 4.3 Implement continuous improvement in line with organisation's objectives.	This may include: <ul style="list-style-type: none"> • How to consult with and involve stakeholders in developing new processes • How to anticipate the need for additional resources and evaluate the cost of providing these • Methods of risk assessment • The importance of planning, including contingency planning.
5 Be able to evaluate the impact of performance improvement.	5.1 Critically evaluate organisational performance against key success criteria. 5.2 Communicate recommendations for ensuring continuous improvement.	This may include: <ul style="list-style-type: none"> • Key performance indicators • How to learn from experience and feed this information into the continuous improvement loop • Methods of communication • The importance of providing feedback to all those involved.

Assessment

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

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

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:

- reports you have written in respect of organisational performance
- professional discussion with your assessor describing the culture of your organisation
- business plans and objectives, projected targets and SWOT analyses

- records of meetings with stakeholders
- financial information confirming progress towards strategic objectives
- progress review meetings and revised plans for the future

Details of relationship between the unit and national occupational standards

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

Management and Leadership NOS unit F12, Improve organisational performance

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Resources

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:

- STANFORD, N. (2007) Guide to Organisation Design: Creating High Performance and Adaptable Enterprises. ISBN-10: 1861978022
- ROBERTS, J. (2007) The Modern Firm, Organizational Design for Performance and Growth. ISBN-10: 0198293750

Additional information

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

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Evidence Record Sheet

Unit 11 Improve organisational performance (F12)

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	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2

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: _____

(Page of)