



Level 4 NVQ Diploma in  
**MANAGEMENT**

**Evidence Logbook**

Qualification recognition number: 601/3875/0

Qualification Reference: L4NVQDM

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## Assessment Principles

### 1. Assessment Principles

1.1 Assessment decisions for competence based learning outcomes (e.g. those beginning with 'to be able to') must be made in a real work environment by an occupationally competent assessor. Any knowledge evidence integral to these learning outcomes may be generated outside of the work environment but the final assessment decision must be within the real work environment.

1.2 Assessment decisions for competence based learning outcomes must be made by an assessor qualified to make assessment decisions.

1.3 Competence based assessment must include direct observation as the main source of evidence.

1.4 Simulation may only be utilised as an assessment method for competence based learning outcomes if specified in the assessment requirements of the component.

1.5 Expert witnesses can be used for direct observation if they have occupational expertise for specialist areas or, if the observation is of a particularly sensitive nature. The use of expert witnesses should be determined and agreed by the assessor.

1.6 Assessment of knowledge based learning outcomes (e.g. those beginning with 'know' or 'understand') may take place in or outside of a real work environment.

1.7 Assessment decisions for knowledge based learning outcomes must be made by an occupationally knowledgeable assessor.

1.8 Assessment decisions for knowledge based learning outcomes must be made by an assessor qualified to make assessment decisions. Where assessment is electronic or undertaken according to a set grid, the assessment decisions are made by the person who has set the answers.

### 2. Internal Quality Assurance

2.1 Internal quality assurance is key to ensuring that the assessment of evidence for component is of a consistent and appropriate quality. Those carrying out internal quality assurance must be occupationally knowledgeable in the area they are assuring and be qualified to make quality assurance decisions.

### 3. Definitions

3.1 Occupationally competent:

This means that each assessor must be capable of carrying out the full requirements within the competency components they are assessing. Being occupationally competent means they are also occupationally knowledgeable. This occupational competence should be maintained annually through clearly demonstrable continued learning and professional development.

### 3.2 Occupationally knowledgeable:

This means that each assessor should possess relevant knowledge and understanding and be able to assess this in components designed to test knowledge and understanding. This occupational knowledge should be maintained annually through clearly demonstrable continued learning and professional development.

### 3.3 Qualified to make assessment decisions:

This means that each assessor must hold a qualification suitable to support the making of appropriate and consistent assessment decisions. Awarding organisations will determine what qualifies those making assessment decisions according to the competency components under assessment. In any case of significant uncertainty, the Sector Skills Council will be consulted.

### 3.4 Qualified to make quality assurance decisions:

Awarding organisations will determine what qualifies an assessor undertaking internal quality assurance to make decisions about quality assurance.

### 3.5 Expert witness:

An expert witness must:

- have a working knowledge of the components on which their expertise is based
- be occupationally competent in their area of expertise
- have EITHER any qualification in assessment of workplace performance OR a professional work role which involves evaluating the everyday practice of staff

## Evidence Requirements for the FAQ Level 4 NVQ Diploma in Management

You must meet all the learning outcomes and assessment criteria identified in each component to achieve the full component. Evidence should be developed over a period of time using diverse assessment methods.

### How Your Evidence is Checked

After your Assessor has assessed your work, another member of staff - the Internal Quality Assurer - will review it. An External Quality Assurer from Future (Awards and Qualifications) will visit your assessment centre.

### Certificate Claims

Once you've built up your portfolio of evidence, your assessor will sign off your component declaration and present your portfolio to the Internal Quality Assurer. Once the portfolio has passed the internal quality assurance process, the centre can claim your certificate.

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## Component 1: Provide leadership and management

Component Reference Number: L/506/1953

Level: 4

Credit: 5

GL: 28

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
<b>You must be able to:</b>			
<b>1. Understand the principles supporting leadership and management</b>			
1.1 Analyse how leadership and management theories may be applied			
1.2 Assess the influence of an organisation's culture on its leadership styles and management practices			
1.3 Assess the influence of an organisation's structure on its leadership styles and management practices			
1.4 Analyse how theories of motivation may be applied in the practice of leadership			
1.5 Evaluate the role of stakeholder engagement in leadership and management			
1.6 Assess the suitability of a range of leadership styles and management practices to the culture of an organisation			
<b>2. Be able to engage and inspire stakeholders and colleagues</b>			
2.1 Display behaviours and attitudes that show a commitment to the achievement of an organisation's goals			
2.2 Display behaviours and attitudes that show a			

commitment to the fulfilment of an organisation's vision and the expression of its values			
2.3 Identify who stakeholders are and the nature of their interest			
2.4 Take action to ensure that colleagues and other stakeholders understand their role in achievement of organisational objectives			
2.5 Win the trust and support of colleagues and other key stakeholders through exemplary performance and behaviour			
2.6 Take action to maintain morale through difficult times			
2.7 Take action to secure the on-going commitment of colleagues and other key stakeholders			
<b>3. Be able to deliver results</b>			
3.1 Make planning and resourcing decisions that optimise the available resources, skills and expertise			
3.2 Use delegation techniques whilst delivering targets			
3.3 Empower individuals to take responsibility for their decisions and actions within agreed parameters			
3.4 Adapt plans, priorities and resource allocations to meet changing circumstances and priorities			

**Learner declaration of authenticity:**

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

**Assessor sign off of completed component:**

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:



## Component 2: Develop and implement an operational plan

Component Reference Number: Y/506/1955

Level: 4

Credit: 5

GL: 24

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
<b>You must be able to:</b>			
<b>1. Understand the principles of operational planning</b>			
1.1 Evaluate the use of risk analysis techniques in operational planning			
1.2 Explain the components of an operational plan			
1.3 Analyse the relationship between strategic and operational plans			
1.4 Evaluate the use of planning tools and techniques in the operational planning process			
1.5 Explain how to carry out a cost-benefit analysis			
<b>2. Be able to develop an operational plan</b>			
2.1 Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs)			
2.2 Identify evaluation mechanisms appropriate to the plan			
2.3 Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures			

2.4 Develop proportionate and targeted plans to manage identified risks			
2.5 Take action to ensure that plans complement and maximise synergy with other business areas			
2.6 Adhere to organisational policies and procedures, legal and ethical requirements			
<b>3. Be able to implement an operational plan</b>			
3.1 Implement plans within agreed budgets and timescales			
3.2 Communicate the requirements of the plans to those who will be affected			
3.3 Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks			
<b>4. Be able to evaluate the effectiveness of an operational plan</b>			
4.1 Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources			
4.2 Report on the effectiveness of operational plans in the appropriate format			

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Assessor name:

Signature:

Date:

### Component 3: Develop working relationships with stakeholders

Component Reference Number: F/506/1982

Level: 4  
 Credit: 4  
 GL: 20

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
<b>You must be able to:</b>			
<b>1. Understand working relationships with stakeholders</b>			
1.1 Analyse stakeholder mapping techniques			
1.2 Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders			
1.3 Explain how expectation management and conflict resolution techniques are applied to stakeholder management			
1.4 Analyse the advantages and limitations of different types of stakeholder consultation			
1.5 Evaluate the risks and potential consequences of inadequate stakeholder consultation			
<b>2. Be able to determine the scope for collaboration with stakeholders</b>			
2.1 Identify the stakeholders with whom relationships should be developed			
2.2 Explain the roles, responsibilities, interests and concerns of stakeholders			
2.3 Evaluate business areas that would benefit from collaboration with			

stakeholders			
2.4 Evaluate the scope for and limitations of collaborating with different types of stakeholder			
<b>3. Be able to develop productive working relationships with stakeholders</b>			
3.1 Create a climate of mutual trust and respect by behaving openly and honestly			
3.2 Take account of the advice provided by stakeholders			
3.3 Minimise the potential for friction and conflict amongst stakeholders			
<b>4. Be able to evaluate relationships with stakeholders</b>			
4.1 Monitor relationships and developments with stakeholders			
4.2 Address changes that may have an effect on stakeholder relationships			
4.3 Recommend improvements based on analyses of the effectiveness of stakeholder relationships			

**Learner declaration of authenticity:**

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

**Assessor sign off of completed component:**

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

## Component 4: Manage personal and professional development

Component Reference Number: T/506/2952

Level:

Credit:

GL: 12

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
<b>You must be able to:</b>			
<b>1. Be able to identify personal and professional development requirements</b>			
1.1 Compare sources of information on professional development trends and their validity			
1.2 Identify trends and developments that influence the need for professional development			
1.3 Evaluate their own current and future personal and professional development needs relating to the role, the team and the organisation			
<b>2. Be able to fulfil a personal and professional development plan</b>			
2.1 Evaluate the benefits of personal and professional development			
2.2 Explain the basis on which types of development actions are selected			
2.3 Identify current and future likely skills, knowledge and experience needs using skills gap analysis			
2.4 Agree a personal and professional development plan that is consistent with business needs and personal objectives			

2.5 Execute the plan within the agreed budget and timescale			
2.6 Take advantage of development opportunities made available by professional networks or professional bodies			
<b>3. Be able to maintain the relevance of a personal and professional development plan</b>			
3.1 Explain how to set specific, measurable, achievable, realistic and time-bound (SMART) objectives			
3.2 Obtain feedback on performance from a range of valid sources			
3.3 Review progress toward personal and professional objectives			
3.4 Amend the personal and professional development plan in the light of feedback received from others			

**Learner declaration of authenticity:**

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

**Assessor sign off of completed component:**

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:



## Level 4 NVQ Diploma in Management

### Summary of Achievement

Learner Name		FutureQuals Learner Number	
Centre Name		Centre Number	

Component Number	Component Title	Credits	Date Verified	Learner Signature	Assessor Signature	IQA Signature	EQA Signature
L/506/1953	Provide leadership and management	5					
Y/506/1955	Develop and implement an operational plan	5					
F/506/1982	Develop working relationships with stakeholders	4					
T/506/2952	Manage personal and professional development	3					

Competence has been demonstrated in all the components recorded above using the required assessment procedures and the specified conditions/contexts. The evidence meets the requirements for validity, authenticity, currency, reliability and sufficiency.

Internal Quality Assurer Signature

Date



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