

CMI LEVEL 5 BUSINESS SUPPORT

Top Up Document



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INTRODUCTION

The aim of this document is to give Learners who have previously completed the Institute of Consulting (IC) Certificate and Diploma in Business Support the opportunity to achieve the updated qualifications, via a top up programme.

CMI have conducted a mapping exercise of the IC Certificate and Diploma in Business Support qualifications against these qualifications. From that mapping exercise, CMI have created six individual Assignment Briefs, for each of the units. Each assignment brief will set out tasks that the Learner is required to complete, in order to achieve the assessment criteria.

These assignments can be marked within the CMI Approved Centre, or sent to CMI for external verification, at a charge per unit per learner (please refer to price list).

TOP UP SUMMARY

Certificate & Diploma in Business Support

Learners who have previously been awarded the Certificate in Business Support would have been required to complete the following Units:-

The Certificate consists of the EIGHT units of the National Occupational Standards for Business Support. Learners must complete all of these units

- BS Unit 1** Maintain effective business support relationships with clients
- BS Unit 2** Help the client to analyse the business and decide the way forward
- BS Unit 3** Enable clients to implement changes in their business
- BS Unit 4** Encourage clients to act for themselves
- BS Unit 5** Develop networks to provide access to information, support and resources
- BS Unit 6** Evaluate the quality of your own practice in business support
- BS Unit 7** Develop your own ability to provide business support
- BS Unit 8** Monitor the performance of the business support service

To achieve the Diploma, candidates must complete all of the EIGHT Business Support standard units, and ONE additional unit

- BS Unit 1** Maintain effective business support relationships with clients
 - BS Unit 2** Help the client to analyse the business and decide the way forward
 - BS Unit 3** Enable clients to implement changes in their business
 - BS Unit 4** Encourage clients to act for themselves
 - BS Unit 5** Develop networks to provide access to information, support and resources
 - BS Unit 6** Evaluate the quality of your own practice in business support
 - BS Unit 7** Develop your own ability to provide business support
 - BS Unit 8** Monitor the performance of the business support service
- and
- BS Unit 9** Business Support project – this will result in the award of a generic Diploma in Business Support

Top Up requirements for the CMI Level 5 Award in Business Support

In order to be awarded CMI Level 5 Award in Business Support, Learners are required to complete the Top Up Assignment Brief for unit 5023.

Rules of Combination for the CMI Level 5 Award in Business Support

Learners must complete a total of 8 credits to achieve this qualification

Unit Number	Unit Name	<u>Mandatory</u>	Level	Credits
5023	Introduction to business support		5	8

Top Up requirements for the CMI Level 5 Certificate in Business Support

In order to be awarded CMI Level 5 Certificate in Business Support, learners are required to complete the Top Up Assignment Brief for Unit 5023 plus at least two other Top Up Assignment Briefs from the optional units, ensuring that the minimum credit requirements are met.

Rules of Combination for the CMI Level 5 Certificate in Business Support

Learners must complete the mandatory unit and at least two optional units to a minimum of 24 credits in total to achieve this qualification

Unit Number	Unit Name	<u>Mandatory</u>	Level	Credits
5023	Introduction to business support		5	8
<u>Optional</u>				
Unit Number	Unit Name		Level	Credits
5024	Develop effective business support relationships with clients		5	8
5025	Enable the client to analyse the business and implement change		5	8
5026	Develop business support networks		5	4
5027	Reflective practice and development in business support		5	6
5028	Monitoring the business support service		5	5

Top Up requirements for the CMI Level 5 Diploma in Business Support

In order to be awarded CMI Level 5 Diploma in Business Support, Learners are required to complete the Top Up Assignment Briefs for all mandatory units plus complete the required assessment for the additional Management and Leadership units, in full.

Rules of Combination for the CMI Level 5 Diploma in Business Support

Learners must complete all mandatory units and one optional unit to a minimum of 45 credits in total to achieve this qualification

Mandatory

Unit Number	Unit Name	Level	Credits
5023	Introduction to business support	5	8
5024	Develop effective business support relationships with clients	5	8
5025	Enable the client to analyse the business and implement change	5	8
5026	Develop business support networks	5	4
5027	Reflective practice and development in business support	5	6
5028	Monitoring the business support service	5	5

Optional

Unit Number	Unit Name	Level	Credits
5006V1	Conducting a management project	5	10
5008V1	Conducting a marketing planning	5	9
5021V1	Operational risk management	5	7
5022V1	Organisational corporate social responsibility	5	7
5014V1	Introduction to management coaching and mentoring	5	6
5015V1	Management coaching and mentoring	5	6
5016V1	Using coaching and mentoring skills as a manager	5	6
5017V1	Coaching practice and theory	5	6
5018V1	Mentoring practice and theory	5	6
5019V1	Management of action learning	5	6
6003V1	Planning the change process	5	7

EXTERNAL ASSESSMENT

As part of our dedicated service, Chartered Management Institute (CMI) Awarding Body offers the opportunity for all centres to have their Learner's assignments Externally Assessed.

Some CMI Approved Centres choose to send one assignment of the qualification to be externally assessed, as it gives the learner a CMI quality stamp, as it marked and assessed by the Awarding Body.

This service provides Centres with a simplistic, professional and cost effective way to get their CMI Learner's work assessed and certificated within a six week period (please refer to price list).

ACCESSIBILITY OF CMI QUALIFICATIONS

There may be incidents where Learners may require special consideration and reasonable adjustments to the delivery and assessment of qualifications. In the event of this, Centres should notify their allocated Quality Manager and CMI.

UNIT 5023 – INTRODUCTION TO BUSINESS SUPPORT

Word count is a Max of 2600 range 2100 – 2600 words

Introduction

This unit is about the importance of communication skills in business support relationships, the processes involved in business support and personal conduct.

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a business support adviser employed by an organisation which provides business support services to small businesses. You are a new business support employee who has just commenced employment and you have to ensure that you are aware of appropriate behaviour and conduct within the organisation. Your current and future skills need to be assessed in relation to the role and any areas which need further development should form part of your personal development plan to set achievable goals.

Task 1:

Identify six communication methods which can be used by a business support advisor and evaluate how effective each method is citing example situations when they could be used. For the communication methods stated identify barriers which a business support advisor must consider when selecting the most appropriate method from the range available.

To develop the advisor / client relationship evaluate the importance of employing effective questioning and listening skills.

Guideline word count: 500- 650 words

A.C.1.1 Evaluate a range of communication methods which a business support advisor may use

A.C.1.2 Identify the barriers which a business support advisor must consider when selecting the appropriate communication method

A.C.1.3 Evaluate the importance to the adviser/client relationship of employing questioning and listening skills

Task 2:

Before the business support process commences explain the planning process that should be implemented. Identify the key activities involved at each stage of the business support process and why they need to be adhered to in a logical sequential manner.

Guideline word count: 500 - 600 words

A.C. 2.1 Identify the key activities involved at each stage of the business support process

A.C. 2.2 Explain the planning process prior to starting the business support process

Task 3:

Identify four methods which can be used to prepare a client to accept business support and evaluate the advantages and disadvantages of each method.

Explain at least two possible funding options available to clients.

Explain how a business support adviser can gain the trust of the client within the boundaries of the business support practitioner's role and why trust is important in the business support relationship.

Guideline word count: 500 - 600 words

A.C. 2.3 Evaluate different methods of preparing a client to accept business support

A.C. 2.4 Explain the funding options available to clients

A.C. 3.1 Explain how a business support adviser gains the trust of the client within the boundaries of the business support practitioner's role

Task 4:

Create a 'person/job specification' to identify the main principal behaviours, skills and competencies that a business support adviser requires to do their job effectively and explain why these attributes are important.

Assess your own skills and competencies in relation to the role of business support adviser against the 'person/job specification' you have created. Identify any gaps or areas which need further development and construct a personal development plan with achievable and realistic goals and timescales.

Continuous professional development is significant to a business support adviser, evaluate why this is important for this role.

Guideline word count: 600 - 750 words

A.C. 3. 2 Explain the importance of the principal behaviours, skills and competencies required of a business support adviser

A.C. 3. 3 Assess current skills and competencies against the defined requirements of the business support adviser role

A.C. 3. 4 Construct a personal development plan with achievable and challenging goals

A.C. 3. 5 Evaluate the significance of continual professional development to the role of a business support adviser

UNIT 5024 – DEVELOP BUSINESS SUPPORT RELATIONSHIPS WITH CLIENTS

Word count is a Max of 1900 range 1500 – 1900 words

Introduction

This unit is about developing positive relationships with all and refer clients to specialist support where applicable.

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a business support adviser employed by a small business. You have been asked to review current communications with clients and develop a ideas to offer standard guidance to other business support advisers. Part of your review should look at referrals to specialist advisers and building client relationships on trust.

Task 1:

Describe three situations when listening, questioning and negotiation skills (one situation for each) would be required of a business support adviser.

Guideline word count: 200- 400 words

A.C.1.3 Describe situations when listening, questioning and negotiation skills would be required of a business support adviser

Task 2:

Create a staff handbook which explains clear guidance for a business support adviser -

- * Duty of care to clients
- * Ethical standards
- * Code of conduct

A business support adviser can demonstrate appropriate behaviour by following guidance in the staff handbook. Explain three ways in which a business support adviser can develop a client's confidence in their performance and evaluate why these methods are important when building the client/adviser relationship..

Guideline word count: 800 - 900 words

A.C. 2.1 Explain the duty of care a business support adviser has to clients

A.C. 2.2 Explain the ethical standards and code of conduct to which a business support adviser should adhere

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A.C. 2. 3 Evaluate methods of developing the client's confidence in the business support adviser

Task 3:

State four reasons why clients may be accepted onto different business support services and explain how this process can be managed effectively.

Describe four possible sources of funding and evaluate their suitability for a range of clients. Identify how the client may be able to access advice and support in relation to funding choices.

Guideline word count: 500 - 600 words

A.C. 3. 3 Explain the reasons for accepting clients onto different business support services

A.C. 3. 4 Evaluate different sources of funding and identify how to access advice and support for the client

UNIT 5025 – ENABLE THE CLIENT TO ANALYSE THE BUSINESS AND IMPLEMENT CHANGE

Word count is a Max of 800 range 500 – 800 words

Introduction

This is about enabling your clients to develop a clear picture of their business, to identify areas for change and improvement and how to implement change

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a business support adviser employed by an organisation which provides business support services to small businesses. You have been asked to improve the support offered to clients during the analysis of their current business and the implementation of change.

Task 1:

Select four analysis tools which can be applied to a business to assess its performance and evaluate how effective these tools are. Describe types of performance which can be measured within a business.

During the period of analysis describe how clients can be supported to ensure the process is managed successfully.

Guideline word count: 400- 600 words

A.C. 1.1 Evaluate a range of analytical tools available to assess the performance of a business

A.C.1.2 Describe the process of supporting clients during the analysis phase

Task 2:

Briefly describe the planning process for a new and existing business stating the key elements to be included. Evaluate the significance of effective planning for both a new and existing business.

As part of the business planning process describe a range of tools and techniques which can be used to construct a plan explaining why these are applied within the process.

Identify six main component parts of a business plan and briefly explain why they should be included.

Explain the role of the business support advisor in facilitating the client during the business planning process.

Guideline word count: 800 - 1100 words

A.C. 2.1 Evaluate the significance of the planning process to both a new and existing business

A.C. 2.2 Identify the component parts of a business plan

A.C. 2.3 Describe a range of tools and techniques used to construct a business plan

A.C. 2.5 Identify how the business support advisor can facilitate the client through the business planning process

Task 3:

After business performance analysis has been undertaken there may be several areas of the business which need to be changed.

Explain how a business support adviser would help the client support its staff through the change process and how this can be monitored.

State four tools and techniques a client may use to analyse the outcome of change and evaluate how effective these tools/techniques are.

Guideline word count: 400 - 600 words

A.C. 3.3 Explain how a business support adviser would help the client support its staff through change

A.C. 3.4 Evaluate the tools and techniques a client may use to analyse the outcome of change

UNIT 5026 – DEVELOP BUSINESS SUPPORT NETWORKS

Word count is a Max of 800 range 500 – 800 words

Introduction

This unit is about the development of contacts and networks to help provide a range of information, support and resources that are likely to be relevant to different business needs.

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a business support adviser employed by an organisation which provides business support services to small businesses. You have been asked to improve the support offered to clients and develop contacts and networks. As part of your role you have been asked to examine the need for networks and review existing contacts.

Task 1:

As part of the business support adviser role the development of business relationships is essential, identify six main types of contacts and networks a business advisor should seek to develop.

State six existing contacts and networks and evaluate how they benefit the client and your organisation and what potential opportunities they offer.

Guideline word count: 500- 800 words

A.C. 1.1 Identify the types of contacts and networks which are essential within the business support advisor role

A.C.1.3 Evaluate existing contacts and networks

Task 2:

For your business area, identify and evaluate three tools and techniques that would help your organisation to identify the needs of both clients and key stakeholders involved with your organisation in developing successful working relationships.

By referring to an example within your business area, list up to four influencing techniques that are used by consultants to ensure that the client implements the intervention recommendations.

Guideline word count: 400 - 600 words

A.C. 2.1 - Evaluate tools and techniques which may be used to identify the needs of clients and key stakeholders

A.C. 3.3 Explain how the consultant may use influencing skills to ensure the intervention recommendations are implemented by the client

UNIT 5027 – REFLECTIVE PRACTICE AND DEVELOPMENT IN BUSINESS SUPPORT

Word count is a Max of 2400 range 1800 – 2400 words

Introduction

This unit is about demonstrating the ability to reflect on your performance as a business support practitioner, seeking and taking on board feedback from a range of sources and incorporating the results of feedback and reflection in your personal development planning and CPD activity.

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a business support adviser employed by an organisation which provides business support services to small businesses.

Task 1:

Explain the term 'reflective practice' and why this is gaining in importance in a wide sphere of working environments. Appraise the benefits of reflective practice on the individual and their approach to work, and the impact these can have on the team and the wider business support service. Identify the consequential positive outcomes that should result for clients of the service. Use a working example to support your answers where possible.

Guideline word count: 400 - 500 words

A.C.1.1 Identify the importance of being a reflective practitioner

A.C.1.2 Evaluate the impact on the business support service of being a reflective practitioner

A.C.1.3 Explain the importance for the client of applied reflective practice within business support

Task 2:

Analyse the effectiveness of a range of different methods that can be used to obtain feedback on your performance from managers, colleagues, clients, and other professionals.

Guideline word count: 450 – 650 words

A.C.2.3 Evaluate the tools and techniques to analyse feedback for personal development**Task 3:**

Produce a personal development plan to fill the identified gaps in the skills, knowledge and behaviours required of you as a business support adviser. Using SMART objectives, and identify the resources that will be required to support achievement, explaining the approach you would take to obtain the necessary support. Explain why it is a requirement for all business support advisers to engage in continual professional development.

Guideline word count: 800 – 1,000 words

A.C.3.2 Produce a personal development plan (PDP) which includes objectives that are both achievable and challenging**A.C.3.3 Explain how to secure the resources in support of the objectives identified in the PDP****A.C.3.5 Explain why continual professional development is required of all business support advisers****Task 4:**

Describe what is meant by the term 'career goals' and explain the process you would follow to develop and work towards a set of career goals. You may use a real life example as an illustration if relevant.

Guideline word count: 150 - 250 words

A.C.3.4 Outline the steps to achieving career goals

UNIT 5028 – MONITORING THE BUSINESS SUPPORT SERVICE

Word count is a Max of 2400 range 1800 – 2400 words

Introduction

This unit requires you to demonstrate an understanding of the need to monitor and review activities and take on feedback in order to improve the performance of the business support service.

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a business support adviser employed by an organisation which provides business support services to small businesses. The organisation conducts ongoing monitoring of services in addition to full scale reviews.

NB. You are required to carry out research into examples of the types of ongoing monitoring and reviews conducted within the business support industry, and the mechanisms used to obtain feedback. Write a brief summary of between 450 and 550 words identifying your source data and the information obtained which should be attached to your work.

Task 1:

Provide a detailed explanation of what is meant by monitoring in the context of the business support sector, and how this is used to help identify opportunities for change and drive continuous improvement to services provided. Use practical examples to illustrate your answer where possible, or the above scenario.

Guideline word count: 700 – 850 words

A.C.1.1 Identify how monitoring will help to improve the service provided by the business support sector

A.C.1.2 Explain how monitoring effects change and improvements within business support

Task 2:

Provide a detailed description of the stages of the business support service review process, and outline the purpose of this process, applying this to a practical example from the workplace, or the scenario above.

Discuss three different types of feedback collected from others during the business support process and explain how that feedback is recorded, analysed and shared across the wider organisation

Guideline word count: 800 - 1050 words

A.C.2.1 Explain the business support service review process

A.C.2.2 Describe how feedback would be obtained during the business support process.