

REC Level 5 Diploma in Recruitment Leadership Syllabus

Candidates must achieve: All 7 Mandatory units, providing 44 credits & 8 credits from any combination of Optional units

Mandatory Units	Page
RECTC 5-1 Strategic business planning for recruitment	3
RECTC 5-2 Leading people and teams in recruitment	4
RECTC 5-3 Recruitment resource strategies	5
RECTC 5-4 Financial management in recruitment	6
RECTC 5-5 Client and stakeholder relationship management	6
RECTC 4-2 Principles of legal and ethical requirements in recruitment.....	4
RECTC 4-10 Understanding recruitment contracts	7

Optional Units.....	Page
RECTC 5-6 Business governance	9
RECTC 5-7 International business considerations	10
RECTC 5-8 Recruitment bids and tenders	11
RECTC 5-9 Strategic business development	12
RECTC 5-10 Design Recruitment Processes	14
RECTC 5-11 Organisational Development	14
RECTC 5-12 Advanced marketing for recruitment	14

The REC Level 5 Diploma in Recruitment Leadership (QCF) has been developed to provide senior recruiters and potential leaders with an industry recognised qualification at the QCF level 5, which is equivalent to a degree standard on the framework.

The REC Level 5 Diploma in Recruitment Leadership (QCF) was developed with industry input, consultation and support, the new structure and clear learning outcomes have enabled the REC to place it on the QCF framework, which in turn gains national recognition and possible opportunity for funding. Ideal for senior managers and directors, within a recruitment function, this qualification will increase your personal effectiveness by providing practical and authoritative learning that will add value to the service you provide to clients and candidates as well as providing the knowledge to establish improved processes and efficiencies within your own business.

The REC Level 5 Diploma in Recruitment Leadership (QCF) has seven mandatory units which are assessed by examination and seven optional units of which at least eight credits must be achieved. The unit papers reflect the assessment criteria laid out below which in-turn will demonstrate the following learning outcomes;

Mandatory Learning Outcomes

1. Understand the impact of internal and external factors on organisations
2. Understand the role of strategic planning in organisations

3. Understand techniques of risk management
4. Understand the importance of operational management
5. Understand the principles of project management
6. Understand the characteristics of successful recruitment teams
7. Understand how to lead and develop successful recruitment teams
8. Understanding employee relations and engagement
9. Understand performance management
10. Understand how to manage and chair meetings
11. Understand how organisations identify their recruitment resourcing needs
12. Understand the development of recruitment resourcing strategies
13. Understand the importance of financial management to an organisation
14. Understand approaches to budgeting in organisations
15. Understand the use of financial reports
16. Understand the ways in which recruitment businesses can be funded
17. Understand the psychology of client and/or stakeholder behaviour
18. Create strategies to develop and retain clients
19. Understand account management in the recruitment industry
20. Understand the legal system as it affects the recruitment industry
21. Understand the scope and provisions of employer and employee statutory rights and related requirements
22. Understand legal and ethical considerations affecting the conduct of business in the recruitment industry
23. Understand the range of candidate contracts in the recruitment industry
24. Understand the range of client contracts in the recruitment industry
25. Understand the legal requirements of candidate contracts

Optional Learning Outcomes

26. Understand the principles of business governance
27. Understand the roles, accountabilities and responsibilities within business governance
28. Understand the legal and financial responsibilities associated with business governance
29. Understand the factors that need to be considered before operating internationally
30. Understand the factors that need to be considered and monitored when operating internationally
31. Understand why and how organisations exit international markets
32. Understand the factors and considerations associated with tendering
33. Understand how to prepare and deliver bids and tenders
34. Understand how to evaluate bids or tenders
35. Understand the need and considerations for strategic business development
36. Understand how to effectively identify potential clients and market places
37. Understand how to implement and review a business development strategy
38. Understand the need for effective recruitment processes
39. Understand the selection of the most appropriate recruitment processes
40. Understand the implications of introducing, managing and reviewing recruitment processes
41. Understand theories relating to organisational design
42. Understand the considerations and implications of organisational design
43. Understand principles of organisational development
44. Understand the implications of human resources in organisational design and development
45. Understand theories relating to change management
46. Understand how to plan, implement and monitor transformational change processes
47. Understand the development of a marketing plan
48. Understand the implementation and execution of a marketing plan
49. Understand the requirements for reviewing and evaluating a marketing plan

Strategic business planning for recruitment

RECTC 5-1

Level	5
Credit Value	9
NLH	89

Unit aims

This unit concerns the strategic business planning considerations relevant to a recruitment business or function

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the impact of internal and external factors on organisations
2. Understand the role of strategic planning in organisations
3. Understand techniques of risk management
4. Understand the importance of operational management
5. Understand the principles of project management

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the impact of internal and external factors on organisations

- 1.1 Differentiate between internal and external factors that impact on businesses
- 1.2 Analyse ways in which the internal and external environment can influence organisational management and planning strategies
- 1.3 Identify methods and strategies to manage the impact of internal and external factors in business
- 1.4 Explain the need for exit strategies
- 1.5 Evaluate the different types of exit strategies

2. Understand the role of strategic planning in organisations

- 2.1 Evaluate processes by which organisations identify their goals and values
- 2.2 Discuss the purpose and role of strategic business management and planning in an organisation
- 2.3 Evaluate the models used in developing business strategies and plans

3. Understand techniques of risk management

- 3.1 Identify potential business risks in recruitment
- 3.2 Analyse the factors influencing different types of risk
- 3.3 Evaluate the relationship between risk identification, crisis management, business continuity and resolution
- 3.4 Analyse the effectiveness of risk management techniques

4. Understand the importance of operational management

- 4.1 Explain why operations management is important for organisations
- 4.2 Analyse the operations functions of a recruitment team or organisation
- 4.3 Evaluate, by using a process model, the operations management of a recruitment team or organisation

5. Understand the principles of project management

- 5.1 Discuss how projects support the strategic objectives of an organisation
- 5.2 Explain how to prepare a project
- 5.3 Evaluate ways in which to establish the viability and risk of a project against specified criteria
- 5.4 Examine the components, models and characteristics of a project plan
- 5.5 Explain how to implement a project plan
- 5.6 Analyse ways in which to measure project performance against agreed criteria

Leading people and teams in recruitment

RECTC 5-2

Level	5
Credit Value	5
NLH	47

Unit aims

This unit concerns the characteristics, methods, knowledge and understanding required to successfully lead a recruitment team

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the characteristics of successful recruitment teams
2. Understand how to lead and develop successful recruitment teams
3. Understanding employee relations and engagement
4. Understand performance management
5. Understand how to manage and chair meetings

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the characteristics of successful recruitment teams

- 1.1 Discuss the characteristics of effective recruitment teams
- 1.2 Analyse the theoretical models when building effective recruitment teams
- 1.3 Analyse the impact of organisational cultures on capability and behaviours
- 1.4 Evaluate the positives and negatives of team structural models

2. Understand how to lead and develop successful recruitment teams

- 2.1 Define the difference between management and leadership
- 2.2 Examine how performance feedback can be used to develop teams
- 2.3 Explain the impact of conflict management on team dynamics
- 2.4 Assess coaching and mentoring techniques and their effectiveness
- 2.5 Assess how to develop team performance against agreed criteria

3. Understanding employee relations and engagement

- 3.1 Explain the principles of employee rights
- 3.2 Explain the importance of following employee procedures within an organisational context
- 3.3 Analyse and evaluate the techniques used in the on boarding and retention of staff

4. Understand performance management

- 4.1 Explain the different performance management and appraisal techniques
- 4.2 Assess the factors involved in managing a work-life balance
- 4.3 Identify areas for improvement through objective and goal setting
- 4.4 Discuss how to monitor and assess effectiveness of individuals
- 4.5 Discuss how to monitor and assess the effectiveness of teams
- 4.6 Explain the reasons why feedback is essential for successful performance management

5. Understand how to manage and chair meetings

- 5.1 Identify the type, format and purpose of different meetings
- 5.2 Explain the preparation required for a successful meeting
- 5.3 Discuss how to manage and control meetings

Recruitment resourcing strategies

RECTC 5-3

Level	5
Credit Value	5
NLH	46

Unit aims

This unit provides comprehensive knowledge and understanding of recruitment resourcing strategies

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand how organisations identify their recruitment resourcing needs
2. Understand the development of recruitment resourcing strategies

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand how organisations identify their recruitment resourcing needs

- 1.1 Analyse the process that public and private sector organisations use when recruiting and selecting staff
- 1.2 Assess the role of recruitment and selection within resource processes
- 1.3 Assess the purpose and methods of job analysis
- 1.4 Analyse the purpose and techniques to develop effective job descriptions and person specifications
- 1.5 Assess the role of the recruiter within resource planning

2. Understand the development of recruitment resourcing strategies

- 2.1 Critically analyse how the resourcing plan supports the strategic objectives
- 2.2 Critically analyse the components and risks of a resourcing strategy
- 2.3 Explain how to ensure the recruitment resourcing strategy is achievable within budget and timescale to the quality required

3. Understand the psychology of candidate attraction and engagement

- 1.1 Explain the psychology of attracting and engaging with active and passive candidates
- 1.2 Explain the implications of employee value proposition
- 1.3 Evaluate the implications of market conditions and their effect on candidate attraction strategies

4. Understand the requirements for review and evaluation of the resourcing strategy

- 4.1 Explain how to identify successes and areas for improvement
- 4.2 Explain the need to agree appropriate follow up actions with stakeholders

Financial management in recruitment

RECTC 5-4

Level	5
Credit Value	6
NLH	64

Unit aims

This unit provides an in-depth insight into financial management and control in the recruitment arena

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the importance of financial management to an organisation
2. Understand approaches to budgeting in organisations
3. Understand the use of financial reports
4. Understand the ways in which recruitment businesses can be funded

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the importance of financial management to an organisation

- 1.1 Evaluate how accounting information can support organisational decision making
- 1.2 Evaluate the contribution of credit control to an organisation
- 1.3 Analyse the methods and effects of monitoring and controlling costs

2. Understand approaches to budgeting in organisations

- 2.1 Describe how budgets are set and monitored in organisations
- 2.2 Assess the use of sensitivity analysis when budgeting
- 2.3 Evaluate Performance Related Pay and commission structures and their effect on financial planning

3. Understand the use of financial reports

- 3.1 Identify key information from profit and loss accounts and balance sheets
- 3.2 Identify the different information that can be gleaned from cash flow statements and balance sheets
- 3.3 Understand the techniques used for conducting financial analysis in recruitment

4. Understand the ways in which recruitment businesses can be funded

- 4.1 Evaluate the different types of funding and financing
- 4.2 Explore the effect of equity financing on organisations
- 4.3 Evaluate how different ownership structures affect organisational funding
- 4.4 Understand the relationship between the way a business is financed and its terms of business

Client and stakeholder relationship management

RECTC 5-5

Level	5
Credit Value	6
NLH	57

Unit aims

This unit will provide the necessary knowledge and understanding to effectively manage client and stakeholder relationships

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the psychology of client and/or stakeholder behaviour
2. Create strategies to develop and retain clients
3. Understand account management in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the psychology of client and/or stakeholder behaviour

- 1.1 Identify and understand your clients and/or stakeholders drivers and decision influencers
- 1.2 Analyse different buyer behaviours and negotiation techniques

2. Create strategies to develop and retain clients

- 2.1 Understand the requirements of a client contact strategy
- 2.2 Understand the planning required for relationship development
- 2.3 Critically evaluate assessment methodology of client development and retention
- 2.4 Explore techniques for analysing customer needs
- 2.5 Describe the implementation of client development and retention strategies

3. Understand how to influence senior stakeholders

- 3.1 Recognise senior stakeholders and their impact on client relationships
- 3.2 Critically evaluate how senior stakeholders can impact the way a recruitment function operates
- 3.3 Understand ways in which communication and consultation can benefit the relationship

Principles of legal and ethical requirements in recruitment

RECTC 4-2

Level	4
Credit Value	8
NLH	25

Unit aims

This unit concerns understanding the legal system as it affects the recruitment industry, the scope and provisions of employer and employee statutory rights and related requirements and legal and ethical considerations affecting the conduct of business in the recruitment industry

Learning outcomes

On successful completion of this unit the learner will be able to:

1. Understand the legal system as it affects the recruitment industry
2. Understand the scope and provisions of employer and employee statutory rights and related requirements
3. Understand legal and ethical considerations affecting the conduct of business in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the legal system as it affects the recruitment industry

- 1.1 Analyse the hierarchy, role and powers of the legal system
- 1.2 Distinguish between civil and criminal law
- 1.3 Distinguish between common law and statute law
- 1.4 Distinguish between law and regulation
- 1.5 Analyse the employment appeals process

2. Understand the scope and provisions of employer and employee statutory rights and related requirements

- 2.1 Analyse the way in which employment law and other legislation affects employment rights and responsibilities
- 2.2 Explain the way in which the duties, rights and responsibilities of employers and employees affect business activities
- 2.3 Explain the organisational procedures and documentation relating to contractual issues
- 2.4 Determine relevant sources of information and advice for a range of employment issues
- 2.5 Explain the importance and purpose of working within organisational principles and codes of practice

3. Understand legal and ethical considerations affecting the conduct of business in the recruitment industry

- 3.1 Analyse the purpose and application of the recruitment compliance cycle
- 3.2 Analyse the implications of recruitment-related legislation to candidates, employers, employees and recruiters
- 3.3 Explain the purpose, ethical requirements and importance of compliance with professional codes of conduct and practice
- 3.4 Identify the risks and potential consequences of non-compliance with professional and legal requirements

Understanding recruitment contracts

RECTC 4-10

Level	4
Credit Value	5
NLH	15

Unit aims

This unit concerns understanding the range of candidate and client contracts in the recruitment industry and the legal requirements of candidate contracts

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the range of candidate contracts in the recruitment industry
2. Understand the range of client contracts in the recruitment industry
3. Understand the legal requirements of candidate contracts

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the range of candidate contracts in the recruitment industry

- 1.1 Explain the characteristics of a range of candidate contracts
- 1.2 Explain the essential content of a range of candidate contracts
- 1.3 Analyse the implications for employers and employees of a range of candidate contracts
- 1.4 Explain the significance to a candidate of an umbrella organisation

2. Understand the range of client contracts in the recruitment industry

- 2.1 Explain the characteristics of a range of client contracts
- 2.2 Explain the essential content of a range of client contracts
- 2.3 Analyse the implications for employers and employees of a range of client contracts
- 2.4 Explain the meaning and significance of master vendors, vendor neutrals, umbrella organisations and on demand
- 2.5 Analyse the management information and documentation needed to carry out work through different forms of contract

3. Understand the legal requirements of candidate contracts

- 3.1 Explain the difference and methods of distinguishing between a contract of service and a contract for service
- 3.2 Analyse the scope of legislation relating to agency workers, non-employees, immigrants, gangmasters and ex-offenders
- 3.3 Explain when criminal records need to be checked and how to do so
- 3.4 Explain the legal requirements of clarifying candidates' work status
- 3.5 Explain how to ensure all recruitment contracts meet legal and ethical requirements

Business Governance

RECTC 5-6

Level	5
Credit Value	4
NLH	39

Unit aims

This unit concerns the statutory, legal and fiduciary implications of governance in a recruitment business

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the principles of business governance
2. Understand the roles, accountabilities and responsibilities within business governance
3. Understand the legal and financial responsibilities associated with business governance

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the principles of business governance

- 1.1 Define the different types of organisation and their legal status
- 1.2 Explain which legal status is most appropriate for an organisation
- 1.3 Critically evaluate the development and historical changes in business governance

2. Understand the roles, accountabilities and responsibilities within business governance

- 2.1 Describe the different types of directors and their governance responsibilities and accountabilities
- 2.2 Describe any other parties/individuals and their governance responsibilities
- 2.3 Explain the implications of delegated authority, accountability and responsibilities

3. Understand the legal and financial responsibilities associated with business governance

- 3.1 Define the legal and financial responsibilities with regard to business governance
- 3.2 Evaluate best practice procedures that ensure compliance with legal and regulatory requirements of governance
- 3.3 Examine the implications of inadequate business governance on both individuals and organisations

International business considerations

RECTC 5-7

Level	5
Credit Value	5
NLH	52

Unit aims

This unit concerns the factors and considerations of operating a cross border or international recruitment business

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the factors that need to be considered before operating internationally
2. Understand the factors that need to be considered and monitored when operating internationally
3. Understand why and how organisations exit international markets

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the factors that need to be considered before operating internationally

- 1.1 Analyse the advantages and disadvantages of undertaking international business
- 1.2 Critically analyse the regulatory and legislative factors an organisation needs to investigate to operate internationally
- 1.3 Critically analyse the factors influencing the potential market which an organisation needs to investigate to operate internationally

2. Understand the factors that need to be considered and monitored when operating internationally

- 2.1 Explain the roles played by the different business functions in international business
- 2.2 Analyse the impact international business may have on existing internal business functions
- 2.3 Evaluate the factors which can affect an organisation's international operations
- 2.4 Analyse how an organisation can monitor its international operations

3. Understand why and how organisations exit international markets

- 3.1 Analyse the influences that can lead to an organisation exiting an international market
- 3.2 Describe exit strategies that an organisation may employ
- 3.3 Evaluate the internal and external implications of an organisation exiting an international market

Recruitment bids and tenders

RECTC 5-8

Level	5
Credit Value	5
NLH	39

Unit aims

This unit explains the full cycle of the tendering process including risk analysis

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the factors and considerations associated with tendering
2. Understand how to prepare and deliver bids and tenders
3. Understand how to evaluate bids or tenders

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the factors and considerations associated with tendering

- 1.1 Understand the terminology associated with tendering for business
- 1.2 Analyse the benefits and risks of committing to a tender
- 1.3 Explain the legal and ethical factors associated with bids and tenders
- 1.4 Assess the viability of the proposed tender

2. Understand how to prepare and deliver bids and tenders

- 2.1 Explain the processes for pre-qualification and invitation to tender
- 2.2 Describe the formats commonly used in delivering bids and tenders
- 2.3 Establish the qualitative and quantitative information that is commonly required in tenders
- 2.4 Evaluate the tender documents against agreed organisational criteria

3. Understand how to evaluate bids or tenders

- 3.1 Evaluate the outcome of the bid or tender against specified criteria
- 3.2 Analyse possible improvements and actions for the future

Strategic business development

RECTC 5-9

Level	5
Credit Value	4
NLH	39

Unit aims

This unit is designed to give the learner the knowledge and understanding to identify business opportunities and how they are developed into profitable relationships

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the need and considerations for strategic business development
2. Understand how to effectively identify potential clients and market places
3. Understand how to implement and review a business development strategy

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the need and considerations for strategic business development

- 1.1 Evaluate a business plan and formulate business development objectives
- 1.2 Identify associated opportunities, risks and return on investment when executing a business development plan

2. Understand how to effectively identify potential clients and market places

- 2.1 Assess market information and evaluate the potential for business development opportunities
- 2.2 Evaluate market potential for business development with the expansion of a client base
- 2.3 Identify potential risks associated with the strategic business development activity

3. Understand how to implement and review a business development strategy

- 3.1 Evaluate skills, resources and processes required to fulfil the business development strategy
- 3.2 Analyse ways in which an organisation positions itself to outperform its competitors
- 3.3 Explain how to review the strategic business development objectives

Design recruitment processes

RECTC 5-10

Level	5
Credit Value	5
NLH	39

Unit aims

This unit provides the knowledge and understanding required to design, implement and review recruitment processes

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the need for effective recruitment processes
2. Understand the selection of the most appropriate recruitment processes
3. Understand the implications of introducing, managing and reviewing recruitment processes

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the need for effective recruitment processes

- 1.1 Critically analyse the need for structured processes within recruitment
- 1.2 Assess the legal, ethical and compliance implications of recruitment and selection processes on an organisation

2. Understand the selection of the most appropriate recruitment processes

- 2.1 Assess the advantages and disadvantages of different recruitment models
- 2.2 Critically evaluate the most effective processes of the required recruitment model to meet the needs of the organisation
- 2.3 Analyse the risks of adopting inappropriate recruitment processes

3. Understand the implications of introducing, managing and reviewing recruitment processes

- 3.1 Outline considerations when introducing a new recruitment process
- 3.2 Explain the documentation and communication strategy for the process
- 3.3 Clarify the management of the recruitment process
- 3.4 Review the effectiveness of a recruitment process

Organisational Development

RECTC 5-11

Level	5
Credit Value	8
NLH	78

Unit aims

This unit provides the learner with an in-depth view of the theories and principles relating to organisational design and development including transformational change

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand theories relating to organisational design
2. Understand the considerations and implications of organisational design
3. Understand principles of organisational development
4. Understand the implications of human resources in organisational design and development
5. Understand theories relating to change management
6. Understand how to plan, implement and monitor transformational change processes

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand theories relating to organisational design

- 1.1 Evaluate theories relating to organisational design
- 1.2 Analyse the relationship between strategy and organisational design
- 1.3 Define the key factors to be considered in organisational design

2. Understand the considerations and implications of organisational design

- 2.1 Explain the factors to be considered in organisational design
- 2.2 Critically analyse the operational implications for business leaders in organisational design
- 2.3 Evaluate the development of people and resources throughout organisational design

3. Understand principles of organisational development

- 3.1 Analyse the history, theories and principles of organisational development
- 3.2 Critically evaluate the organisational development process
- 3.3 Evaluate processes by which organisations identify their goals and values
- 3.4 Evaluate various organisation development practices, models and approaches

4. Understand the implications of human resources in organisational design and development

- 4.1 Assess the strategic importance of current, future and anticipated people requirements
- 4.2 Evaluate how people planning impacts on the strategic plan
- 4.3 Discuss the impact of organisational development to the business

5. Understand theories relating to change management

- 5.1 Evaluate theories and models relating to change management
- 5.2 Analyse internal and external drivers for change
- 5.3 Identify organisational factors that might enable or hinder change processes

6. Understand how to plan, implement and monitor transformational change processes

- 6.1 Explain the factors to be considered when planning for transformational change
- 6.2 Critically evaluate the importance of employee engagement as part of transformational change
- 6.3 Describe techniques for monitoring the implementation of change processes
- 6.4 Assess the impact of transformational change on an organisation
- 6.5 Evaluate further transformational change required to meet business and operational needs

Advanced marketing for recruitment

RECTC 5-12

Level	5
Credit Value	4
NLH	39

Unit aims

This unit provides the advanced theories and principles of marketing in recruitment from conception to completion

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the development of a marketing plan
2. Understand the implementation and execution of a marketing plan
3. Understand the requirements for reviewing and evaluating a marketing plan

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the development of a marketing plan

- 1.1 Critically analyse the development of a marketing plan in the recruitment industry
- 1.2 Assess the advantages and disadvantages of passive and aggressive marketing
- 1.3 Explain the factors to be considered when planning brand management
- 1.4 Critically analyse the implications associated with different marketing channels
- 1.5 Explain the legal and ethical considerations of marketing planning

2. Understand the implementation and execution of a marketing plan

- 2.1 Explain the considerations to be taken into account when implementing a marketing plan in the recruitment industry
- 2.2 Outline the considerations necessary to run a successful public relations campaign

3. Understand the requirements for reviewing and evaluating a marketing plan

- 3.1 Describe techniques for monitoring the success of a marketing plan
- 3.2 Critically analyse the measurement of return on investment and/or other metrics for measuring marketing success
- 3.3 Explain the importance of continuous improvement