



*Empowering the credit profession*

# **Syllabus for learners**

## **ICM Level 2 & 3 Diplomas in Credit Management**



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# ICM Diplomas in Credit Management

## ICM Diploma Pathway

The ICM Diploma Pathway is a suite of nationally recognised unit awards and qualifications which range from Level 2 to Level 5 and provide a benchmark for the credit industry. The flexible structure gives the opportunity to build qualifications to suit roles and career ambitions. You can either take a single ICM unit award or build credit for an ICM Diploma through completion of a selection of units. Also you can transfer credit between levels and from other relevant qualifications.

## ICM Unit Awards

The Diploma Pathway includes a range of credit management related units which vary in size from three to ten credits (one credit represents ten learning hours). Each unit award is individually certificated and requires between two and six months of learning. Some units involve a final e-test or written examination and others are assessed by a written assignment which requires work-based evidence. An ICM Diploma takes about two years to complete, depending on how many units you take at one time and the amount of credits you transfer from other qualifications.

To gain an ICM Diploma you need to pass enough units to accumulate **at least 37 credits** and to include at least one credit management principles unit (maximum two units). The level of your final qualification will depend on the level of units that you pass. For example, the ICM Awarding Body will automatically award you a Level 3 Diploma in Credit Management once you gain at least 37 credits at Level 3.

However, you have some flexibility because you could include up to 15 credits from the level below, for example, if you have an ICM Level 2 pass in the credit management unit, you could include credit from this towards the ICM Level 3 Diploma in Credit Management. Also, you could bring up to 15 credits from other business, administration and finance qualifications, such as management and leadership or customer service. Please contact the ICM Awarding Body if you would like to take advantage of these options and note the fees involved.

You can complete any number of units and in any order. All units are assessed at multiple levels and therefore you do not need to decide whether to start at Level 2 or Level 3. You just need to remember to include a credit management principles unit in your selection if you want to gain an ICM Diploma. Also, if you plan to progress to Level 5 you will need to gain a Level 3 pass or exemption from credit management, accounting principles, business law and business environment. See the ICM website for the full list of ICM units.

Level 2 and Level 3 learners study from the same learning materials and results depends on the level of response in an examination or assignment.

This document gives details about the following Diplomas:

ICM Level 2 Diploma in Credit Management (QCF)

ICM Level 3 Diploma in Credit Management (QCF) 500/5329/2

### How will the ICM assess me?

The ICM assesses each unit either by an examination (online or written examination) or an assignment which requires work-based evidence. Assessment is available only in the English language. Each unit is graded in four categories: distinction, merit, pass and fail or fail/refer in the case of assignments (see below). Also, because ICM units are assessed at multiple levels, if you miss out, for example, on a pass at Level 3, you may gain a Level 2 pass.

Level 2 and Level 3 learners study from the same learning materials and results depends on the level of response in an examination or assignment.

ICM unit awards (assessed at Level 2 and Level 3)

Accounting principles <sup>(10)</sup> Business law <sup>(10)</sup> Business environment <sup>(10)</sup>	Telephone collections <sup>(6)</sup> Negotiation & influencing <sup>(6)</sup> Customer relations & cash collections <sup>(6)</sup> Rent collections <sup>(6)</sup> Utilities collections <sup>(6)</sup> Business communications and personal skills <sup>(7)</sup> Business solutions through creative thinking <sup>(6)</sup>	Credit application processing <sup>(3)</sup> Credit assessment <sup>(3)</sup> Cash collections <sup>(3)</sup> Debt recovery <sup>(3)</sup>
<b>Examinations</b>	<b>Assignments with work-based evidence</b>	

### Credit Management Principles

You need to gain at least 9 credits (maximum 19 credits) from the following credit management principles units to achieve an ICM Diploma in Credit Management.

Credit management (trade, export and consumer) <sup>(10)</sup> Trade credit management <sup>(9)</sup> Export credit management <sup>(9)</sup> Consumer credit management <sup>(9)</sup> Trade credit insurance <sup>(9)</sup>
<b>Online examinations</b>

## Grading and certification

Fixed grade boundaries are applied as follows for assignments and written examinations:

Level 3	Distinction	75% and over
Level 3	Merit	65% - 74%
Level 3	Pass	50% - 64%
Level 2	Pass	30% - 49%
	Fail/Refer	under 29%

For online examinations there are only three grades

Level 3	Pass
Level 2	Pass
	Fail/Refer

**Results** The ICM notifies you of your percentage mark and grade in a result letter and records pass grades on a unit certificate that is issued at the end of each assessment. You will also receive a final award certificate when you accumulate enough credit for an ICM Diploma. There is no overall grade for the qualification.

In the case of borderline outcomes the following grade boundary criteria will be applied:

<b>Fail/Refer</b>	<b>Level 2 pass</b>	<b>Level 3 pass</b>	<b>Level 3 merit</b>	<b>Level 3 distinction</b>
The candidate demonstrates only a brief understanding of the concepts and systems covered by the syllabus.	The candidate demonstrates an understanding of the concepts and systems covered by the syllabus.	The candidate demonstrates a good understanding of the concepts and systems covered by the syllabus, and some ability to analyse and apply knowledge.	The candidate demonstrates a very good understanding of the wide range of concepts and systems covered by the syllabus; is able to apply this knowledge to a variety of situations, and to evaluate evidence, and articulate a clear and well supported response.	The candidate demonstrates excellent subject knowledge and is able to apply this knowledge in familiar and unfamiliar situations, demonstrating the ability to evaluate effectively, and consistently provide accurate, detailed and well supported responses in a wide range of contexts.

### **Do I need to register with the ICM?**

Yes, you will need to register with the ICM in order to take the Institute's examinations because teaching centres do not handle this process. All learners register independently with the Institute. Fees are split into registration fees and assessment entry fees to enable the ICM to provide additional learner support and to effectively monitor the quality of provision of learning providers. The Institute has an open entry policy and to register you just need to complete and return a membership application form with the appropriate fees. Contact ICM Education for an information pack. (01780 722909)

Study methods, resources, examinations, arrangements for candidates with special requirements and the Institute's customer service policy and complaints procedure are explained in the ICM Study Handbook. This is available free from the ICM Education.

### **ICM Professional Qualifications and Membership**

When you register with the ICM Awarding Body you are automatically awarded affiliate membership of the Institute of Credit Management (non designatory grade). This provides a range of support (see website for details) on achievement of the Level 3 Diploma you are eligible to Associateship (AICM) and the Institute offers Graduate membership (MICM(Grad)) on completion of the Level 5 Diploma in Credit Management.

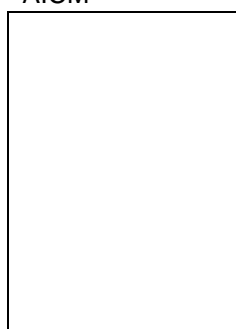
Affiliate



Level 2 Diploma

Associate

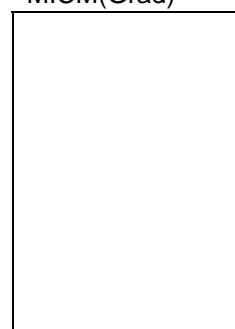
AICM



Level 3 Diploma

Graduate

MICM(Grad)



Level 5 Diploma

## Credit management principles units

The following units are available:

- Credit management (trade, export and consumer) (10 credits) D/502/0131
- Trade credit management (9 credits) J/502/0205
- Export credit management (9 credits) R/502/0207
- Consumer credit management (9 credits) L/502/0206
- Trade credit insurance (9 credits) L/502/2781

Learning tends to take place over fifteen weeks involving 3-hour evening classes or a year (1½ hour weekly evening classes). There are six different ways you can study, including distance learning options.

Each unit is tested by a one-hour online exam involving 60 multiple-choice questions. Sample online questions are available from the ICM Bookshop. See the ICM website for further information.

## **Credit Management (trade, export, consumer)**

10 credits

### **Aim**

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across a range of credit environments.

### **Syllabus topics**

1. **Value of credit (10%)**
  - Definition of credit
  - Cost of credit
2. **Organisation of the credit function (15%)**
  - The credit department
  - Credit policy
3. **Credit customers and arrangements (35%)**
  - Customers
  - Credit agreements
  - Documents
4. **Credit risk control (15%)**
  - Risk assessment and control
  - Information sources and their value
  - Scoring
  - Insurance
5. **Credit documents and systems (10%)**
  - Customer master file
  - Sales ledger system
  - Computerised systems
6. **Collections methods and legal action (15%)**
  - Targets and use of resources
  - Methods
  - Dealing with problems
  - Legal procedures and use of third parties

### **Assessment**

One hour online examination involving 60 multiple choice questions.

<b>Credit management (trade, export, consumer)</b>					
<b>Learning outcomes</b>		<b>Assessment criteria LEVEL 2</b>		<b>Assessment criteria LEVEL 3</b>	
<b>The learner will:</b>		<b>The learner can:</b>		<b>The learner can:</b>	
1.	Understand the value of effective credit management and the financial effect of providing credit terms across a range of business environments.	1.1	Identify the purpose of controlling credit within business.	1.1	Explain the importance of providing credit to the economy.
		1.2	Describe how the provision of credit to trade, export and consumer markets differs.	1.2	Identify the purpose of controlling credit within business.
		1.3	Recognise that the offer of credit impacts on costs, company profits and liquidity.	1.3	Differentiate between trade, export and consumer credit.
				1.4	Recognise and quantify the impact of offering credit on cost, profitability and liquidity.
				1.5	Evaluate sources of short-term finance for credit.
2.	Understand the organisation of the credit management functions and its relationship with other departments.	2.1	Describe how the credit management department fits into the overall structure of an organisation and how it might be structured.	2.1	Explain how the credit management department fits into the overall structure of an organisation and how it might be structured.
		2.2	Describe how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.	2.2	Explain how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.
		2.3	Explain the value of good customer service and how this can be achieved in a credit department.	2.3	Assess the value of good customer service and how this can be achieved in the credit department. Explain the importance and use of credit policies.
		2.4	Explain the importance and use of credit policies.	2.4	Explain the main features that might be contained in a credit policy.
		2.5	Explain the differences between a procedures' manual and a credit policy.	2.5	Illustrate with examples the differences between a procedures' manual and a credit policy.
		2.6	Describe the role of the credit manager and their desirable skills and qualities.	2.6	Evaluate the role of the credit manager and describe their desirable skills and qualities.
		2.7	Describe how an organisation measures credit management performance.	2.7	Explain how an organisation measures credit management performance.

3.	Be able to recognise the importance, content and effect of legislation on different types of customer.	3.1	Identify the liability of the following types of customers: individuals sole trader partnerships limited companies.	3.1	Identify the liability of the following types of customers: individuals sole trader partnerships limited companies other types of organisations.
		3.2	Explain the advantages and disadvantages of offering credit to a range of customers and territories.	3.2	Explain the advantages and disadvantages of offering credit to a range of customers and territories.
		3.3	Describe how legislation and international conventions affect the decision making process when dealing with credit applications.	3.3	Explain how legislation and international conventions affect the decision making process when dealing with credit applications.
		3.4	Describe the key features of the following credit arrangements: Hire purchase Credit sale Credit cards Mortgages Credit union Other types of credit agreement.	3.4	Explain the key features of the following credit arrangements: Hire purchase Credit sale Credit cards Mortgage Credit Union other types of credit agreement.
		3.5	Describe the advantages and disadvantages to the supplier and customer of different credit arrangements and agreements in given circumstances.	3.5	Assess the advantages and disadvantages to the supplier and customer of different credit arrangements and agreements in given circumstances, and select the most appropriate.
4.	Know how to assess and control risk, and apply the most appropriate payment arrangements and terms in given circumstances.	4.1	Describe the risks associated with credit provision in the export, trade and consumer environments.	4.1	Assess the risks associated with credit provision in the export, trade and consumer environments.
		4.2	Describe the risks associated with credit provision in the export, trade & consumer environments.	4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.

		4.3	Describe the advantages and disadvantages of different sources of information used in credit assessment.	4.3	Assess the advantages and disadvantages of difference sources of information used in credit assessment.
		4.4	Explain the importance of continuous risk control.	4.4	Explain the importance of continuous risk control.
		4.5	Describe the purpose and advantages of a risk category system.	4.5	Explain the purpose and advantages of a risk category system.
		4.6	Describe how credit scoring is used in processing consumer credit applications.	4.6	Explain how credit limits are applied and used.
		4.7	Describe the factors that influence the choice of payment terms and explain how these may be used to control credit risk.	4.7	Explain how credit scoring is used in processing consumer credit applications.
		4.8	Explain the advantages and disadvantages of the different methods of payment, including the offer of early payment discounts and interest charging on overdue accounts.	4.8	Explain the factors that influence the choice of payment terms and explain how these may be used to control credit risk.
		4.9	Describe the meaning and purpose of the following incoterms: Ex works, FCA, FOB, CFR, CIF, CPT, DDP	4.9	Assess the advantages and disadvantages of the different methods of payment, including the offer of early payment discounts and interest charging on overdue accounts.
		4.10	Explain the value of credit insurance.	4.10	Explain the meaning and purpose of the following incoterms: Ex works, FCA, FOB, CFR, CIF, CPT, DDP
		4.11	Explain money laundering and describe how organisations can guard against this.	4.11	Assess the value of credit insurance.
				4.12	Explain money laundering and describe how organisations can guard against this and comply with Money Laundering Regulations.

5.	Understand the different types of documents used within trade, export and consumer credit, and know how technology assists with effective credit control.	5.1	Explain the purpose and features of the following documents for trade, export and consumer credit such as credit application forms, invoices, credit notes, statements.	5.1	Assess the design and explain the purpose and features of the following documents for trade, export and consumer credit such as credit application forms, invoices, credit notes, statements.
		5.2	Identify and state the purpose of the principal documents used in exporting.	5.2	Identify and state the purpose of the principal documents used in exporting.
		5.3	Describe the content and purpose of a customer master file.	5.3	Explain the content and purpose of a customer master file.
		5.4	Describe the principal features of a sales ledger/accounts receivable system.	5.4	Explain the principal features of a sales ledger/accounts receivable system.
		5.5	Describe the benefits of technology to the credit management function.	5.5	Explain how technology benefits the credit management function.
6.	Know and be able to select appropriate collection methods and legal action.	6.1	Explain the reasons for setting collection targets.	6.1	Explain the reasons for setting collection targets.
		6.2	Explain the advantages and disadvantages of different collection methods.	6.2	Assess the advantages and disadvantages of different collection methods in various circumstances.
		6.3	Describe how to maximise the effectiveness of telephone collections and collections letters.	6.3	Identify the techniques necessary for effective collections letters and telephone collections work.
		6.4	Describe how to deal with different reasons for non-payment and disputes and explain the circumstances when supplies or services could be withheld.	6.4	Explain how to deal with different reasons for non-payment and disputes, and explain ways to deal with late payments effectively.
		6.5	Describe the basic steps for debt recovery through the County Court and High Court.	6.5	Describe the basic steps for debt recovery through the County Court and High Court.
		6.6	Assess the advantages and disadvantages of third party debt collection agencies.	6.6	Explain the enforcement procedure available to the judgment creditor.

## Trade credit management

9 credits Accreditation code: J/502/0205

### Trade credit management

Learning outcomes The learner will:		Assessment criteria LEVEL 2 The learner can:		Assessment criteria LEVEL 3 The learner can:	
1.	Understand the value of effective credit management and the financial effect of providing credit terms in business-to-business environments.	1.1	Identify the purpose of controlling credit within business.	1.1	Explain the importance of providing credit to the economy.
		1.2	Describe how the provision of credit to trade, export and consumer markets differs.	1.2	Identify the purpose of controlling credit within business.
		1.3	Recognise the cost and benefit to business of extending credit terms in relation to working capital.	1.3	Differentiate between trade, export and consumer credit.
		1.4	Recognise that the offer of credit impacts on costs, company profits and liquidity.	1.4	Recognise and qualify the impact of offering credit on costs, profitability and liquidity.
		1.5	Explain the value of good customer service and how this can be achieved in a credit department.	1.5	Evaluate sources of short-term finance for financing credit.
				1.6	Assess the value of good customer service and how this can be achieved in a credit department.
2.	Understand the organisation of the credit management functions and its relationship with other departments.	2.1	Describe how the credit management department fits into the overall structure of an organisation and how it might be structured.	2.1	Explain how the credit management department fits into the overall structure of an organisation and how it might be structured.
		2.2	Describe how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.	2.2	Explain how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.
		2.3	Explain the importance and use of credit policies.	2.3	Explain the importance and use of credit policies.
		2.4	Explain the differences between a procedures' manual and a credit policy.	2.4	Explain the main features that might be contained in a credit policy.

		2.5	Describe the role of the credit manager and their desirable skills and qualities.	2.5	Illustrate with examples the differences between a procedure's manual and a credit policy.
		2.6	Describe how an organisation measures credit management performance.	2.6	Explain the role of the credit manager and describe their desirable skills and qualities.
				2.7	Explain how an organisation measures credit management performance.
3.	Be able to recognise the effect of legislation on different types of business customer.	3.1	Identify the liability of the following types of customers: Sole trader Partnerships Limited companies.	3.1	Explain the liability of the following types of business customers: Sole trader Partnerships Limited companies Other types of organisations.
		3.2	Explain the advantages and disadvantages of offering credit to a range of customers.	3.2	Assess the advantages and disadvantages of offering credit to a range of customers.
		3.3	Describe how legislation affects the decision making process when dealing with credit applications.	3.3	Explain how legislation affects the decision making process when dealing with credit applications.
4.	Know how to assess and control risk, and apply the most appropriate payment arrangements and terms in given circumstances.	4.1	Describe the risks associated with credit provision in business-to-business environments.	4.1	Assess the risks associated with credit provision in business-to-business environments.
		4.2	Describe the advantages and disadvantages of different sources of information used in credit assessment.	4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		4.3	Explain the importance of continuous risk control.	4.3	Explain the importance of continuous risk control.
		4.4	Describe the purpose and advantages of a risk category system.	4.4	Explain the purpose and advantages of a risk category system.

		4.5	Describe the factors that influence the choice of payment terms and explain how these may be used to control credit risk.	4.5	Explain how credit limits are applied and used.
		4.6	Explain the advantages and disadvantages of the different methods of payment, including the offer of early payment discounts and interest charging on overdue accounts.	4.6	Explain the factors that influence the choice of payment terms and explain how these may be used to control credit risk.
		4.7	Explain the value of credit insurance.	4.7	Assess the advantages and disadvantages of the different methods of payment, including the offer of early payment discounts and interest charging on overdue accounts.
		4.8	Explain money laundering and describe how organisations can guard against this.	4.8	Assess the value of credit insurance.
				4.9	Explain money laundering and describe how organisations can guard against this and comply with Money Laundering Regulations.
5.	Understand the different types of documents used within trade credit, and know how technology assists with effective credit control.	5.1	Explain the purpose and features of the following documents for trade credit: credit application form, invoice, credit note, statement.	5.1	Explain the design and explain the purpose and features of the following documents for trade credit such as credit application forms, invoices, credit notes, statements.
		5.2	Describe the content and purpose of a customer master file.	5.2	Explain the content and purpose of a customer master file.
		5.3	Describe the principal features of a sales ledger/accounts receivable system.	5.3	Explain the principal features of a sales ledger/accounts receivable system.
		5.4	Describe the benefits of technology to the credit management function.	5.4	Explain how technology benefits the credit management function.

6.	Know and be able to select appropriate collection methods and legal action.	6.1	Explain the reasons for setting collection targets.	6.1	Explain the reasons for setting collection targets.
		6.2	Explain the advantages and disadvantages of different collection methods.	6.2	Assess the advantages and disadvantages of different collection methods in various circumstances.
		6.3	Describe how to maximise the effectiveness of telephone collections and collections letters.	6.3	Identify the techniques necessary for effective collections letters and telephone collections work.
		6.4	Describe how to deal with different reasons for non-payment and disputes, and explain the circumstances when supplies or services could be withheld.	6.4	Explain how to deal with different reasons for non-payment and disputes, and explain ways to deal with late payments effectively.
		6.5	Describe the basic steps for debt recovery through the County Court and High Court.	6.5	Describe the basic steps for debt recovery through the County Court and High Court.
		6.6	Assess the advantages and disadvantages of third party debt collection agencies.	6.6	Assess the advantages and disadvantages of third party debt collection agencies, and explain how to assess their services before entering into a services agreement.

## Export credit management

9 credits Accreditation code: R/502/0207

### Export credit management

Learning outcomes The learner will:		Assessment criteria LEVEL 2 The learner can:		Assessment criteria LEVEL 3 The learner can:	
1.	Understand the value of effective credit management and the financial effect of providing credit terms in global markets.	1.1	Identify the purpose of controlling credit within business.	1.1	Explain the importance of providing credit to the economy.
		1.2	Describe how the provision of credit to trade, export and consumer markets differs.	1.2	Identify the purpose of controlling credit within business.
		1.3	Recognise that the offer of credit impacts on costs, company profits and liquidity.	1.3	Differentiate between trade, export and consumer credit.
		1.4	Explain the value of good customer service and how this can be achieved in a credit department.	1.4	Recognise and quantify the impact of offering credit on costs, profitability and liquidity.
				1.5	Assess the value of good customer service and how this can be achieved in a credit department.
2.	Understand the organisation of the credit management function and its relationship with other departments.	2.1	Describe how the credit management department fits into the overall structure of an organisation and how it might be structured.	2.1	Explain how the credit management department fits into the overall structure of an organisation and how it might be structured.
		2.2	Describe how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.	2.2	Explain how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.
		2.3	Explain the importance and use of credit policies.	2.3	Explain the importance and use of credit policies.
		2.4	Explain the differences between a procedures' manual and a credit policy.	2.4	Explain the main features that might be contained in a credit policy.
		2.5	Describe the role of the credit manager and their desirable skills and qualities.	2.5	Illustrate with examples the differences between a procedures' manual and a credit policy.
		2.6	Describe how an organisation measures credit management performance.	2.6	Explain the role of the credit manager and describe their desirable skills and qualities.
				2.7	Explain how an organisation measures credit management performance.

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
3	Be able to recognise the effect of legislation and international conventions on different types of customer and countries and determine the most appropriate action in given circumstances.	3.1	Describe how legislation and international conventions affect the decision making process when dealing with export credit customers.	3.1	Explain how legislation and international conventions affect the decision making process when dealing with export credit customers.
		3.2	Explain the financial advantages and disadvantages of offering credit to a range of customers and territories.	3.2	Assess the advantages and disadvantages of offering credit to a range of customers and territories.
		3.3	Describe the disadvantages and advantages to the supplier and customer of different credit arrangements and select the most appropriate.	3.3	Assess the disadvantages and advantages to the supplier and customer of different credit arrangements and select the most appropriate.
4.	Know how to assess and control risk, and apply the most appropriate payment arrangements and terms in given circumstances.	4.1	Describe the risks associated with credit provision in export environments.	4.1	Assess the risks associated with credit provision in export environments.
		4.2	Describe the advantages and disadvantages of different sources of information used in credit assessment.	4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		4.3	Explain the importance of continuous risk control.	4.3	Explain the importance of continuous risk control.
		4.4	Describe how credit limits are applied and used.	4.4	Explain how credit limits are applied and used.
		4.5	Describe the factors that influence the choice of payment terms, such as letters of credit and bills of exchange and explain how these may be used to control credit risk.	4.5	Explain the factors that influence the choice of payment terms, such as letters of credit and bills of exchange and explain how these may be used to control credit risk.
		4.6	Explain the advantages and disadvantages of the different methods of payment.	4.6	Assess the advantages and disadvantages of the different methods of payment.
		4.7	Describe the meaning and purpose of the following incoterms: Ex works, FCA, FOB, CFR, CIF, CPT, DDP.	4.7	Explain the meaning and purpose of the following incoterms: Ex works, FCA, FOB, CFR, CIF, CPT, DDP.

		4.8	Explain the value of credit insurance.	4.8	Assess the value of credit insurance.
		4.9	Explain money laundering and describe how organisations can guard against this.	4.9	Explain money laundering and describe how organisations can guard against this and comply with Money Laundering Regulations.
5.	Understand the different types of documents used in export credit, and know how technology assists with effective credit control.	5.1	Explain the design and explain the purpose and features of the following documents for export credit, such as invoices and transport documents.	5.1	Explain the design and explain the purpose and features of the following documents for export credit, such as invoices and transport documents.
		5.2	Identify and state the purpose of the principal documents used in exporting.	5.2	Identify and state the purpose of the principal documents used in exporting.
		5.3	Describe the content and purpose of a customer master file.	5.3	Explain the content and purpose of a customer master file.
		5.4	Describe the principal features of a sales ledger/accounts receivable system.	5.4	Explain the principal features of a sales ledger/accounts receivable system.
		5.5	Describe the benefits of technology to the credit management function.	5.5	Explain how technology benefits the credit management function.
6.	Know and be able to select appropriate collection methods.	6.1	Explain the reasons for setting collection targets.	6.1	Explain the reasons for setting collection targets.
		6.2	Explain the advantages and disadvantages of different collection methods.	6.2	Assess the advantages and disadvantages of different collection methods in various circumstances.
		6.3	Describe the techniques necessary for effective collections work.	6.3	Identify the techniques necessary for effective collections work.
		6.4	Describe how to deal with different reasons for non-payment and disputes, and explain the circumstances when supplies or services could be withheld.	6.4	Explain how to deal with different reasons for non-payment and disputes, and explain ways to deal with late payments effectively.
		6.5	Assess the advantages and disadvantages of third party debt collection agencies.	6.5	Assess the advantages and disadvantages of third party debt collection agencies, and explain how to assess their services before entering into a services agreement.

## Consumer credit management

9 credits Accreditation code: L/502/0206

### Consumer credit management

Learning outcomes The learner will:		Assessment criteria LEVEL 2 The learner can:		Assessment criteria LEVEL 3 The learner can:	
1.	Understand the value of effective credit management and the financial effect of providing credit services on business performance.	1.1	Identify the importance of providing credit to the economy.	1.1	Explain the importance of providing credit to the economy.
		1.2	Differentiate between trade, export and consumer credit.	1.2	Differentiate between trade, export and consumer credit.
		1.3	Describe the characteristics of different types of consumer credit.	1.3	Compare the characteristics of different types of consumer credit.
		1.4	Recognise the costs and benefits associated with extending credit facilities.	1.4	Recognise, and quantify, the costs and benefits associated with extending credit facilities.
		1.5	Recognise that the offer of credit impacts on profitability and liquidity.	1.5	Recognise, and quantify, the impact of offering credit on profitability and liquidity.
				1.6	Evaluate sources of short-term finance for the provisions of credit products.
2.	Understand the organisation of the credit management function and its relationship with other departments.	2.1	Describe how other department fits into the overall structure of an organisation and how it might be structured.	2.1	Explain how the credit management department fits into the overall structure of an organisation and how it might be structured.
		2.2	Describe how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.	2.2	Explain how other departments interact with the credit department. Identify potential areas of conflict and explain how these are avoided or resolved.
		2.3	Explain the value of good customer service and how this can be achieved in a credit department.	2.3	Assess the value of good customer service and how this can be achieved in a credit department.
		2.4	Identify the key performance measures of a consumer credit management department.	2.4	Assess the advantages and disadvantages of different methods of organising a credit department.

		2.5	Explain the importance of credit policies.	2.5	Identify key performance measures of a consumer credit management department.
		2.6	Explain the differences between a procedures' manual and a credit policy.	2.6	Explain the importance and use of credit policies.
				2.7	Explain the main features that might be contained in a credit policy.
				2.8	Illustrate with examples the differences between a procedures' manual and a credit policy.
3.	Understand a range of consumer credit products and how they are marketed.	3.1	Describe how credit is promoted and sold as a consumer product.	3.1	Explain financial advantages and disadvantages of granting credit to individuals, sole traders and partnerships.
		3.2	Describe how organisations market credit as a product.	3.2	Explain how credit is promoted and sold as a consumer product.
		3.3	Identify the main consumer credit products and describe the key features of each of them.	3.3	Explain the marketing strategies that are available to organisations that use credit as a product.
		3.4	Describe the advantages and disadvantages of the different types of consumer credit products from the perspective of the customer as well as the supplier.	3.4	Describe how the marketing of consumer products is regulated.
				3.5	Identify the main consumer credit products and describe the key features of each of them.
				3.6	Compare the advantages and disadvantages of the different types of consumer credit products from the perspective of the customer as well as the supplier.
				3.7	Justify which type of consumer credit product is most appropriate in given circumstances.

4.	Understand the different types of documents used in consumer credit and know how technology assists with effective credit control.	4.1	Identify and explain the purpose and features of the following documents for consumer credit such as credit application forms and statements.	4.1	Explain the design and explain the purpose and features of the following documents for consumer credit such as credit application forms and statements.
		4.2	Describe the content and purpose of a customer master file.	4.2	Explain the content and purpose of a customer master file.
		4.3	Describe the benefits of technology to the credit management function.	4.3	Explain how technology benefits the credit management function.
5.	Know how to assess and control risk, and apply the most appropriate payment arrangements and terms in given circumstances.	5.1	Explain why risk assessment and control is necessary to maximise profitable business.	5.1	Explain why risk assessment and control is necessary to maximise profitable business.
		5.2	Identify the sources and the nature of information available to assess applications for consumer credit.	5.2	Identify the sources and the nature of information available to assess applications for consumer credit.
		5.3	Describe the purpose and operation of a risk category system.	5.3	Explain the purpose and operation of a risk category system.
		5.4	Describe the advantages and disadvantages of different sources of information used in credit assessment.	5.4	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		5.5	Identify credit qualities (the 4 C's) that should be investigated.	5.5	Identify credit qualities (the 4 C's) that should be investigated.
		5.6	Explain how credit scoring can be used in processing consumer credit applications, setting credit limits and monitoring consumer creditworthiness.	5.6	Illustrate how credit scoring can be used in processing consumer credit applications, setting credit limits and monitoring consumer creditworthiness.
		5.7	Explain the importance of monitoring the performance of credit application systems and scorecards.	5.7	Explain the importance of monitoring the performance of credit application systems and scorecards and the various ways they can be adjusted.

6.	Know and be able to select appropriate collection methods and legal action.	6.1	Describe different reasons for non-payment and explain ways to deal with late payments effectively.	6.1	Explain the different reasons for non-payment and ways to deal with late payments effectively.
		6.2	Describe the importance of a sound collections strategy and how this might operate.	6.2	Explain the importance of a sound collections strategy and how this might operate.
		6.3	Describe how to maximise the effectiveness of telephone collections.	6.3	Identify the techniques used for effective collection letters and telephone collections work.
		6.4	Describe alternative methods of collection activity.	6.4	Describe alternative methods of collection activity.
		6.5	Outline the basic steps for debt recovery through the High Court and County Court.	6.5	Illustrate the advantages and disadvantages of various collection methods.
		6.6	Describe the advantages and disadvantages of various collection methods.	6.6	Outline the basic steps for debt recovery through the High Court and County Court.
		6.7	Explain the role and involvement of third party debt advisers in consumer credit.	6.7	Explain the enforcement procedures available to the judgment creditor.
		6.8	Describe the procedures for tracing absconders using both in-house and external resources.	6.8	Explain the role and involvement of third party debt advisers in consumer credit.
		6.9	Assess the advantages and disadvantages of third party debt collection agencies.	6.9	Explain the procedures for tracing absconders using both in-house and external resources.
				7.0	Assess the advantages and disadvantages of third party debt collection agencies, and explain how to assess their services before entering into a services agreement.

## Trade credit insurance

9 credits Accreditation code: J/502/0205

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>	
1.	Understand the principles of trade and political risk insurance and how it operates.	1.1	Explain how trade and political risk insurance operates according to classic principles of insurance law and practice.
		1.2	Describe the function of insurance brokers and their relationship with the insured and underwriter.
		1.3	Describe the structure and conditions of contracts in relation to trade and political risk insurance.
2.	Understand the legal principles of the relationships arising from contracts and agency.	2.1	Describe the principles of English contractual law relating to the formation of a contract.
		2.2	Describe the principles of a contract of sale and explain how payment obligations arise from it in the context of a contract of insurance of trade and political risk.
		2.3	Describe the principles relating to agency in relation to insurance brokers.
		2.4	Explain the advantages and disadvantages of trading with limited and unlimited UK and non-UK companies for the broker, insurer and customer.
		2.5	Describe basic legal concepts in relation to insolvent UK and non-UK limited and unlimited companies.
3.	Understand how the insurance market meets Financial Services Authority (FSA) regulation.	3.1	Describe the regulatory principles of the London insurance market as supervised by the Financial Services Authority (FSA) and the Committee of Lloyds.
		3.2	Explain how organisations can meet FSA requirements and how these are assessed.
		3.3	Explain the principles and importance of 'Treating Customers Fairly'.
		3.4	Explain how the compliance function works in an insurance and a broker company.
		3.5	Explain what the Market Reform Group is and the importance of Contract Certainty.
4.	Understand fundamental accounting principles in relation to the structure and analysis of accounts, and the sources of finance and working capital.	4.1	Explain the structure of profit and loss accounts and balance sheets.
		4.2	Explain the purpose of the audit and accounting standards.
		4.3	Explain the importance of working capital and identify the types and sources of finance available to various types of businesses.
		4.4	Define ratio analysis and explain how it is used by sellers and insurers.
5.	Understand the main terms and methods of payment in domestic and export trade.	5.1	Explain the main terms and methods of payment.
		5.2	Distinguish between Irrevocable Letter of Credit, Bills of Exchange and other forms of payment.
		5.3	Explain the rights of buyers and sellers under a contract of sale including remedies for non-payment appropriate to incorporated firms.
6.	Understand the fundamentals of accounts analysis in relation to the setting of credit limits.	6.1	Explain how the seller's credit manager will use the financial statements to set a credit limit.
		6.2	Explain how the trade credit insurer will use the financial statements to set a credit limit.

## Other ICM units

### Exam-based units – 10 credits each

- Accounting principles J/502/0124
- Business law F/502/0123
- Business environment Y/502/0127

Learning is spread over fifteen weeks (3-hour evening classes) or a year (1.5 hour classes) and there are six different ways you can study, including distance learning options.

Accounting principles is tested by either a 3-hour exam and for Business law and Business environment by a one hour online exam which involves 60 multiple choice questions.

### Assignment based units – 7 credits each

- Business communications & personal skills<sup>1</sup> A/502/4414

### Assignment based units – 6 credits each

- Telephone collections Y/502/0130
- Negotiation and influencing H/502/0129
- Customer relations & cash collections D/502/0128
- Rent collections H/502/4438
- Business solutions through creative thinking L/502/4501

### Assignment based units – 3 credits each

- Credit application processing R/502/4046
- Credit assessment H/502/4049
- Cash collections D/502/4048
- Debt recovery Y/502/4047

Learning for these units generally involves one or two day workshops. Assessment involves a work-based assignment which tests principles, policy and practice.

Learning for these units tends to be 'on the job'. Candidates complete a short assignment to demonstrate their level of competency.

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<sup>1</sup> Includes 4 units: Norwich City College units, Time management for business, Team working, Communication in the business workplace.



## Accounting principles

10 credits

### Aim

This unit aims to develop a basic understanding of fundamental accounting principles and techniques for those working in an analytical or managerial role.

### Syllabus topics

The syllabus has been divided up into a number of discrete sections and the relative weight of these within the overall structure is given in brackets after each one.

1. **Accounting principles and techniques (70%)**
  - Reasons for keeping accounts
  - The accounting equation and rules of double entry, the cashbook, credit transactions and discounts
  - Control accounts
  - Bad debt
  - Depreciation, accruals and prepayments
  - Trial balance, final accounts and statutory accounts.
2. **Regulatory framework (5%)**
  - Concepts, conventions and accounting standards
  - Audit.
3. **Business finance (15%)**
  - Types and sources of finance
  - Working capital
  - Cash operating cycle
  - Budgetary control.
4. **Ratio calculation (10%)**

### Assessment

Learners will sit a 3-hour examination and be required to answer 5 questions. All questions will carry equal marks. All ledger accounts must be prepared in continuous balance format. Final accounts must be prepared in vertical format.

## Accounting principles

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand accounting principles, the reasons for keeping accountings and the documents involved in financial transactions.	1.1	Explain the reasons for keeping accounts.	1.1	Explain the reasons for keeping accounts.
		1.2	Construct and use the accounting equation in various forms.	1.2	Construct and use the accounting equation in various forms.
		1.3	Explain how the dual aspect concept underpins double entry book keeping.	1.3	Explain how the dual aspect concept underpins double entry book keeping.
		1.4	Apply the rules of double entry book keeping, using a continuous balance format.	1.4	Apply the rules of double entry book keeping, using a continuous balance format.
		1.5	Explain the division of the ledger into purchase, sales and nominal accounts and cash book.	1.5	Explain the division of the ledger into purchase, sales and nominal accounts and cash book.
		1.6	Explain the importance of the cash book, and make the necessary entries in the cash book and appropriate ledger accounts.	1.6	Calculate and correctly account for VAT on purchases, sales, returns and expenses.
		1.7	Describe the differences between trade and settlement discounts, and post these to the appropriate cash book and/or ledger account.	1.7	Explain the importance of the cash book, and make the necessary entries in the cash book and appropriate ledger accounts.
1.8	Describe the differences between trade and settlement discounts, and post these to the appropriate cash book and/or ledger account.				
1.9	Prepare and reconcile sales and purchase ledger control accounts.				
1.10	Reconcile a purchase ledger account with the supplier's statement.				
2.	Understand how a trial balance and adjustments are used to prepare a trading and profit and loss account and a balance sheet.	2.1	Construct a simple trial balance from given information.	2.1	Construct a trial balance from given information.
		2.2	Construct simple final accounts for sole trader businesses.	2.2	Construct final accounts for sole trader businesses, using the vertical format.
		2.3	Describe methods of calculating depreciation.	2.3	Explain, calculate and record depreciation.

		2.4a	Explain accounting concepts.	2.4a	Explain the use of accounting concepts for the preparation of final accounts.
		2.4b	Prepare a simple profit and loss account and a balance sheet including both accruals and prepayments.	2.4b	Prepare a profit and loss account and a balance sheet including both accruals and prepayments.
		2.5	Explain and calculate bad debt and provision for doubtful debts, and record these in relevant accounts.	2.5	Explain and calculate bad debt and provision for doubtful debts, and record these in relevant accounts.
3.	Use a trial balance to prepare management accounts for limited companies.			3.1	Construct management accounts for limited companies, using the vertical format, and corporate adjustments for depreciation; accruals, prepayments, bad and doubtful debts.
				3.2	Explain and describe the format and terminology used in the preparation of statutory accounts for limited companies.
4.	Understand the roles of internal and external audits.	4.1	Describe the roles of internal and external auditors.	4.1	Explain the difference between the roles of internal and external auditors.
5.	Explain how an organisation should manage its fixed and working capital and the implications of failing to do so effectively.	5.1	Describe the types and sources of finance available to businesses.	5.1	Identify and explain the types and sources of finance available to various types of businesses.
		5.2	Explain the importance of working capital and calculate the cash operating cycle for a business.	5.2	Explain the importance of working capital and calculate the cash operating cycle for a business.
		5.3	Explain the reasons for, and process of budgetary control.	5.3	Explain the reasons for, and process of budgetary control, and prepare and interpret a simple cash budget.
6.	Using ratios, analyse the financial statements of a given organisation and evaluate their reliability as a key indicator of performance.	6.1	Describe how specifications may be used to review business performance.	6.1	Use ratio analysis to review business performance.

### **Additional notes for tutors & learners**

The following notes are included for guidance and should be read in conjunction with the learning objectives.

This unit has been prepared specifically for learners engaged in the credit management function rather than in accountancy. As a consequence:

- Certain finer details, which would be included in a GCSE or RSA Accounting course at this level, have been omitted e.g. while the division of the ledger should be explained there is not a requirement to use folio numbers.
- The T account format should not be taught. Ledger accounts should be explained and presented instead using the continuous balance format. As computerised accounts are produced in this way learners are already likely to have some experience of the continuous balance format before starting the course. Learners will be required to prepare ledger accounts in continuous balance format in the examination and there will be no need for them to undertake the balancing off of accounts. Tutors might like to refer to the Study Text for this unit which has been written using the continuous balance format.
- There should be no reference to the day books or to the journal. All transactions should be posted directly to the respective accounts. Again this practice is in line with computerised accounting.
- All Final Accounts should be produced in vertical format in keeping with current practice. Learners will be required to use vertical format accounts in the examination.
- Tutors should consider modules 9 – 13 as a whole and make their own decisions on the most effective approach to ensure that all the learning objectives are covered.
- Where possible attention should be drawn to the significance of particular topics to those engaged in the credit management occupation. Some objectives have been written specifically with the credit practitioner in mind.

## **Business law**

10 credits

### **Aim**

The unit provides a broad understanding of the legal context and structures in which business operates through the development of knowledge about the English legal system, contract law, agency, and sales and supply of goods legislation.

### **Syllabus topics**

The syllabus has been divided up into a number of discrete modules and the relative weight of these within the overall structure is given in brackets after each one.

1. **The English legal system (15%)**
  - Common law
  - Statute law
  - Delegate legislation
  - European community law
  - Jurisdiction of the courts.
  
2. **Law of contract (35%)**
  - Essentials of a binding contract
  - Terms
  - Validity
  - Guarantees and Indemnities
  - Privity and Assignment
  - Discharge
  - Remedies.
  
3. **Sale of Goods and related topics (25%)**
  - Sale of Goods Act 1979 (as amended)
  - Supply of Goods and Services Act 1982
  - Unfair contract terms and legislation.
  
4. **Agency (15%)**
  - Creation
  - Duties of an agent
  - Duties of a principal
  - The agent's authority
  - The agent's liability
  - Termination
  - Bailment

5. **Cheques and other contractual matters** (12%)

- Cheques
- Definition
- Crossings
- Duties of customers and of banker.

**Assessment**

With effect from January 2010 assessment will be by a one hour online examination involving 60 multiple choice question.

**Scottish law**

The examination questions will take account of the legal situation in Scotland and where differences occur learners will be offered an alternative based on Scottish practice.

## Business law

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand the basic principles and procedures of the English legal system.	1.1	Describe the principles of the English legal system.	1.1	Describe the principles of the English legal system.
		1.2	Describe how European Union law affects English law.	1.2	Explain the impact of European Union membership on English law.
		1.3	Describe the structure of the English court system.	1.3	Describe the structure of the English court system.
1.4	Identify methods of alternative dispute resolution.				
2.	Understand the principles of English contractual law relating to the formation of a contract.	2.1	Explain the essential elements of a binding legal contract.	2.1	Explain and apply the essential elements of a binding legal contract.
		2.2	Explain validity, and the different terms of contract.	2.2	Explain the different terms of a contract, describe remedies for breach and apply them to typical disputes.
		2.3	Describe what is meant by 'capacity to contract' and define an unenforceable contract.	2.3	Explain and apply the rules relating to the validity of a contract.
		2.4	Describe remedies for breach of contract.	2.4	Explain and apply the rules relating to privity and contract, discharge of contracts, and remedies for breach.
3.	Understand the principles of sale of goods and supply of services legislation.	3.1	Describe the main provisions of the Sale of Goods Act 1979, the Sale and Supply of Goods Act 1994 and the Supply of Goods and Services Act 1982.	3.1	Explain and apply the principles and effects of the Sale of Goods Act 1979, the Sale and Supply of Goods Act 1994 and the Supply of Goods and Services Act 1982.
		3.2	Explain the implied terms of the above legislation and the effect of breaches of contract.	3.2	Explain and apply the implied terms of the above legislation and the effect of breaches of contract.
		3.3	Describe the remedies for non-delivery and non-payment.	3.3	Explain the rules relating to the repossession of property and risk for loss or damage to goods.
		3.4	Explain the effect of the Unfair Contract Terms Act 1977.	3.4	Describe the exceptions to the 'nemo dat' principle and rules affecting delivery acceptance of contractual goods.
				3.5	Explain the remedies for non-delivery and non-payment.
				3.6	Explain the effect of the Unfair Contract Terms Act 1977.

4.	Understand the principles relating to agency.	4.1	Describe the methods of creating an agency agreement.	4.1	Explain the methods of creation and termination of agency.
		4.2	Explain the rights and duties of a principal and agent.	4.2	Explain the rights and duties of a principal and agent.
		4.3	Explain the liability of the agent to a third party.	4.3	Explain the liability of the agent to a third party.
5.	Understand the principles of relating to the bailor/bailee relationships.	5.1	Describe the rights and duties of bailor and bailee and the remedies for breach.	5.1	Describe the rights and duties of bailor and bailee and the remedies for breach.
				5.2	Describe and explain the remedies for breach of contract.
6.	Understand the duties and remedies in relation to cheques	6.1	Describe the duties and remedies of the customer and banker in relation to cheques.	6.1	Describe and explain the duties and remedies of the customer and banker in relation to cheques.

## Business law – Scots law

<b>Learning outcomes</b>		<b>Assessment criteria LEVEL 2</b>		<b>Assessment criteria LEVEL 3</b>	
<b>The learner will:</b>		<b>The learner can:</b>		<b>The learner can:</b>	
1.	Understand the basic principles and procedures of the Scottish legal system.	1.1	Describe the principles of the Scottish legal system.	1.1	Describe the principles of the Scottish legal system.
		1.2	Describe how European Union law affects Scottish law.	1.2	Explain the impact of European Union membership on Scottish law.
		1.3	Describe the structure of the Scottish court system.	1.3	Describe the structure of the Scottish court system.
1.4	Identify methods of alternative dispute resolution.				
2.	Understand the principles of Scottish contractual law relating to the formation of a contract.	2.1	Explain the essential elements of a binding legal contract.	2.1	Explain and apply the essential elements of a binding legal contract.
		2.2	Explain validity, and the different terms of contract.	2.2	Explain the different terms of a contract, describe remedies for breach and apply them to typical disputes.
		2.3	Describe what is meant by 'capacity of parties to contract' and define an unenforceable contract.	2.3	Explain and apply the rules relating to the validity of a contract.
		2.4	Describe remedies for breach of contract.	2.4	Explain and apply the rules relating to privity and contract, discharge of contracts, and remedies for breach.
3.	Understand the principles of sale of goods and supply of services legislation.	3.1	Describe the main provisions of the Sale of Goods Act 1979, the Sale and Supply of Goods Act 1994 and the Supply of Goods and Services Act 1982 relevant to Scotland.	3.1	Explain and apply the principles and effects of the Sale of Goods Act 1979, the Sale and Supply of Goods Act 1994 and the Supply of Goods and Services Act 1982 relevant to Scotland
		3.2	Explain the implied terms of the above legislation and the effect of breaches of contract.	3.2	Explain and apply the implied terms of the above legislation and the effect of breaches of contract.
		3.3	Describe the remedies for non-delivery and non-payment.	3.3	Explain the rules relating to the repossession of property and risk for loss or damage to goods.
		3.4	Explain the effect of the Unfair Contract Terms Act 1977.	3.4	Describe the exceptions to the 'nemo dat' principle and rules affecting delivery acceptance of contractual goods.
				3.5	Explain the remedies for non-delivery and non-payment.
				3.6	Explain the effect of the Unfair Contract Terms Act 1977.

4.	Understand the principles relating to agency.	4.1	Describe the methods of creating an agency agreement.	4.1	Explain the methods of creation and termination of agency.
		4.2	Explain the rights and duties of a principal and agent.	4.2	Explain the rights and duties of a principal and agent.
		4.3	Explain the liability of the agent to a third party.	4.3	Explain the liability of the agent to a third party.
5.	Understand the principles of relating to the bailor/bailee relationships.	5.1	Describe the rights and duties of bailor and bailee and the remedies for breach.	5.1	Describe the rights and duties of bailor and bailee and the remedies for breach.
				5.2	Describe and explain the remedies for breach of contract.
6.	Understand the duties and remedies in relation to cheques	6.1	Describe the duties and remedies of the customer and banker in relation to cheques.	6.1	Describe and explain the duties and remedies of the customer and banker in relation to cheques.

## **Business environment**

10 credits

### **Aim**

The unit places the working environment in context through the development of an understanding of four elements, the structure and function of organisations, organisational management, marketing and the external environment such as the economy and markets.

### **Syllabus topics**

The syllabus has been divided up into a number of discrete modules and the relative weight of these within the overall structure is given in brackets after each one.

1. **The economy (10%)**
  - The British economy
  - Nature of industry
  - Employment patterns and population trends in the UK.
  
2. **The organisation (15%)**
  - Types of business organisation
  - Organisational objectives
  - Stakeholders
  - Growth and development and change in organisation
  - PESTEL analysis.
  
3. **Organisational management (15%)**
  - Management and leadership
  - Groups and teams within the organisation
  - Motivation and job satisfaction
  - Communication in organisations
  - Communication system.
  
4. **The market environment (15%)**
  - Marketing management
  - Elements of marketing
  - The product life cycle
  - Promotion
  - Pricing strategies.
  
5. **The competitive environment (25%)**
  - Market structures and behaviour
  - Costs and economies of scale
  - Supply, demand and pricing
  - Determination of exchange rates
  - Elasticity
  - Effects of government intervention and regulation.

6. **The macro-economic influences on the organisation (20%)**

- Circular flow of income
- The business cycle and the multiplier
- Economic growth
- Inflation and deflation
- Unemployment
- Government economic policies and their effects.

**Assessment**

With effect from January 2010 assessment will be by a one hour online examination involving 60 multiple choice questions.

## Business environment

<b>Learning outcomes</b>		<b>Assessment criteria LEVEL 2</b>		<b>Assessment criteria LEVEL 3</b>	
<b>The learner will:</b>		<b>The learner can:</b>		<b>The learner can:</b>	
1.	Understand the current state of the UK economy.	1.1	Explain the current state of the UK economy in terms of structural and demographic change.	1.1	Explain the current state of the UK economy in terms of structural and demographic change.
				1.2	Explain the concept of market failure and demonstrate the need for collective goods and merit goods in the UK.
2.	Understand different types of business organisation, their objectives and stakeholders.	2.1	Describe the advantages and disadvantages of different types of business organisation and their objectives.	2.1	Assess the advantages and disadvantages of different types of business organisation and their objectives.
		2.2	Describe the influence of different stakeholder groups on organisations and potential sources of conflict between these groups.	2.2	Evaluate the influence of different stakeholder groups on organisations and potential sources of conflict between these groups.
3.	Understand the internal and external factors which influence the business organisation in its environment.	3.1	Explain the internal and external (PESTEL) factors which prompt change in organisations.	3.1	Analyse the internal and external (PESTEL) factors which prompt change in organisations.
		3.2	Explain how and why organisations grow.	3.2	Explain how and why organisations grow and discuss the management of change.
4.	Understand the role and impact of management on the business organisation.	4.1	Describe the impact of different leadership styles on the organisation.	4.1	Examine how different leadership styles impact on the organisation and its employees.
		4.2	Explain the influence of different cultures on the organisation.	4.2	Explain the influence of different cultures on the management of organisations and its effect on employees.
		4.3	Explain the reasons for good and poor motivation within an organisation.	4.3	Analyse the reasons for good and poor motivation within an organisation.
		4.4	Explain the factors which make an effective team or group.	4.4	Explain and assess the methods and implications of staff development (including performance appraisal) within an organisation.
		4.5	Identify barriers to good communication within an organisation and explain how these may be overcome.	4.5	Analyse the factors which make an effective team or group.
				4.6	Identify barriers to good communication within an organisation and explain how these may be overcome.

5.	Understand the importance of marketing in the management of business.	5.1	Explain the role of marketing and the marketing mix in different organisations.	5.1	Explain the role of marketing and the marketing mix in different organisations.
		5.2	Explain the product life cycle.	5.2	Explain the role of market segmentation and its implication for new product development and modification.
				5.3	Explain ways in which the product life cycle may be used to determine marketing activity.
6.	Understand the structure and behaviour of business organisations.			6.1	Distinguish between different forms of market structure and explain how each affects the behaviour of business organisations.
				6.2	Explain internal and external economies of scale.
7.	Understand the impact of market forces on business decision making.	7.1	Describe how price is affected by market conditions.	7.1	Analyse the impact of supply and demand on price determination, revenue and profit in specific business situations.
				7.2	Explain the principles of elasticity of demand and its impact on business decisions.
8.	Understand the model of the UK macro-economy and its link to the determination of GDP.			8.1	Explain the UK economy in terms of the circular flow of income.
9.	Understand the impact of the business cycle on the economy.	9.1	Describe the impact of the business cycle on the economy.	9.1	Analyse the impact of the business cycle on the economy and on credit management.
10.	Understand the objectives and main tools of macro-economic policy.	10.1	Discuss the four main macro-economic objectives of government policy.	10.1	Discuss the four main objectives of government policy.
		10.2	Describe monetary, fiscal and supply-side policies.	10.2	Describe monetary, fiscal and supply-side policies and investigate the impact of these policies on business activity.

## **Skills units**

ICM skills units are good starter qualifications which help improve effectiveness in telephone collections. They are based on one day seminars and do not involve examinations. Instead you complete an assignment which helps build understanding of the three 'P's: principles, policy and practice. Through this you will learn the principles of effective credit management practice, build knowledge of how your company expects work to be carried out, and develop your skills through reflective practice.

Each unit is individually certificated and a qualification in its own right. Additionally, it gives credits towards an ICM Diploma in Credit Management. You will need to find a coach to help you with the assignment and act as your mentor. This could be your line manager, a tutor or another person with experience in training or credit management. Your coach will provide advice, check that you have completed fully each section and verify that the assignment is your own work.



## Business communications and personal skills

7 credits

Learning outcomes The learner will:		Assessment criteria LEVEL 2 The learner can:		Assessment criteria LEVEL 3 The learner can:	
1.	Understand how to communicate in own business environment.	1.1	Explain own use and organisational practice or policy (if formalised) for the following forms of communication: a) Business greetings b) Telephone communications c) Letter writing d) Business emails e) Record keeping f) Business meetings	1.1	Explain own use and organisational practice or policy (if formalised) for the following forms of communication: a) Business greetings b) Telephone communications c) Letter writing d) Business emails e) Record keeping f) Formal business reports g) Business meetings h) Presentations
2.	Understand how to evaluate own business communications and skills.	2.1	Identify own strengths and weaknesses in relation to business communications and personal skills, including consideration of: a) Organisation of time b) Initiative c) Commitment d) Perseverance e) Ability to embrace change and respond positively to new priorities.	2.1	Assess own strengths and weaknesses in relation to business skills, including consideration of: a) Communication skills b) Time management c) Initiative d) Commitment e) Perseverance f) Ability to embrace change and respond positively to new priorities.
		2.2	Work with another to establish with criteria for success, realistic short and long-term goals in relation to communication and personal skills.	2.2	Establish with criteria for success, realistic short and long-term goals in relation to business communications and personal skills.
		2.3	Use evidence from personal involvement in an issue which results in resolution to demonstrate effective communication and personal skills.		
3.	Be able to apply effective communication and personal skills in the business environment.	3.1	Demonstrate effective team work over a period of at least a month in work using evidence of: a) contribution to discussions b) changes in approach to suit different roles and situations c) identification of strategies which facilitated agreement and achieved results.	3.1	Explain personal involvement in an issue which demonstrates: a) Initiative b) Commitment c) Perseverance d) Flexibility e) Good time management

					f) Appropriate communications skills g) Effective conflict resolution
		3.2	Assess own overall performance and progress regarding communications and personal skills, including: a) feedback from others b) responses to setbacks c) details on how self-reflection has informed actions	3.2	Assess own overall performance and progress regarding communications and personal skills, including: a) feedback from others b) responses to setbacks c) details of how self-reflection has informed actions

## Telephone collections

6 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand the principles of effective telephone communications to resolve cash collections problems in ways that minimise damage to customer goodwill	1.1	Explain the advantages and limitations of telephone communications for cash collections.	1.1	Assess the advantages and disadvantages of telephone communications for cash collections compared with other collections methods.
		1.2	Identify factors that influence the success of a collections call.	1.2	Explain factors that influence the success of a collections call.
		1.3	Describe techniques for maximising the effectiveness of a collections call.	1.3	Describe and explain techniques for maximising the effectiveness of a collections call.
		1.4	Explain how to deal professionally with an angry caller.	1.4	Explain how to deal professionally with a range of callers.
2.	Know how to organise and manage telephone collections calls.	2.1	Describe how calls are organised to maximise cash collection.	2.1	Explain how to organise calls to maximise cash collection.
		2.2	Describe a variety of techniques for dealing with excuses for late payment.	2.2	Explain a variety of techniques for dealing with excuses for late payment.
				2.3	Explain strategies for dealing with non-payment.
3.	Be able to demonstrate effective telephone collections based on reflective practice.	3.1	Work with a line manager to plan and record collections calls over a period of at least a month, describing and explaining approaches and outcomes.	3.1	Plan and record collections calls over a period of at least a month, describing and explaining approaches and outcomes.
		3.2	Identify techniques used that were successful.	3.2	Identify techniques used that were successful.
		3.3	Assess how approaches and outcome have evolved based on experience.	3.3	Work with colleagues, where relevant, to assess how approaches and outcome have involved based on experience and develop an action plan to improve practice.

## Negotiation and influencing

6 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand the aims and principles of effective negotiation and influencing skills.	1.1	Identify factors that influence negotiations in their area of work.	1.1	Assess the factors that influence negotiations.
		1.2	Describe stages in the negotiation process.	1.2	Explain and illustrate stages in the negotiation process.
		1.3	Explain the importance of establishing a win:win situation and how it is more effective than other negotiating positions (win:lose, lose:lose, lose:win)	1.3	Explain and illustrate the importance of establishing a win:win situation and how it is more effective than other negotiating positions (win:lose, lose:lose, lose:win)
2.	Know a variety of negotiation and influencing techniques and when they should be used.	2.1	Describe a variety of influencing and negotiating techniques and explain when they might be used in their area of work.	2.1	Evaluate variety of influencing and negotiating techniques and explain when they might be used.
3.	Be able to demonstrate effective negotiation and influencing skills based on reflective practice.	3.1	Plan and record negotiations over a period of at least a month, describing and justifying approaches and outcomes.	3.1	Establish an effective method of recording each stage of a negotiation.
		3.2	Work with a line manager to evaluate the extent that a win:win situation has been achieved following each negotiation.	3.2	Plan and record negotiations over a period of at least a month, describing and justifying approaches and outcomes.
		3.3	Identify techniques that were successful.	3.3	Evaluate to what extent a win:win situation has been achieved following each negotiation.
		3.4	Assess how approaches and outcomes have evolved based on experience.	3.4	Work with colleagues, where relevant, to assess how approaches and outcomes have evolved based on experience, and develop an action plan to improve practice.

## Customer relations and cash collections

6 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand the principles of effective customer relations management to resolve cash collection problems in ways that minimise damage to customer goodwill.	1.1	Describe the advantages and limitations of building relationships to achieve cash collection.	1.1	Assess the advantages and limitations of building internal and external relationships to achieve cash collection.
		1.2	Describe and explain the factors which influence success with customer relationships in relation to cash collection.	1.2	Evaluate the factors which influence success with internal and external customer relationships in relation to cash collection.
		1.3	Describe techniques for maximising the effectiveness of relationship building and cash collection.	1.3	Describe and explain techniques for maximising the effectiveness of relationship building and cash collection.
2.	Know how to organise and manage relationships in relation to cash collection.	2.1	Describe the challenges of managing relationships in relation to cash collection.	2.1	Assess the challenges of managing internal and external relationships in relation to cash collection.
		2.2	Describe and explain how they resolve cash collection problems in ways that minimise damage to customer goodwill.	2.2	Describe and explain how they organise and manage cash collection in ways that minimise damage to goodwill.
3.	Be able to demonstrate effective relationship management in relation to cash collection based on reflective practice.	3.1	Work with a line manager to plan and record cash collection activity over a period of at least a month, describing and explaining approaches and outcomes.	3.1	Plan and record cash collection activity over a period of at least a month, describing and explaining approaches and outcomes.
		3.2	Identify techniques used that were successful.	3.2	Identify techniques used that were successful.
		3.3	Assess how approaches and outcome have evolved based on experience.	3.3	Work with colleagues, where relevant, to assess how approaches and outcome have evolved based on experience and develop an action plan to improve practice.

## Rent collections

6 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand the principles of effective rent collection.	1.1	Explain why some people can not pay their rents.	1.1	Identify the types of people who do not pay their debts and explain how this problem arises.
		1.2	Describe how people can be encouraged to reduce their debt and pay on time.	1.2	Assess strategies which encourage vulnerable people to reduce their debt and pay on time.
		1.3	Explain how to deal professionally with an angry caller.	1.3	Explain the challenges of communicating with vulnerable people during the rent collection process.
				1.4	Evaluate techniques for dealing professionally with challenging behaviour in order to maximise rent collection.
2.	Understand the role of debt advice and know the legislation relating to debt management plans.	2.1	Describe the role of third party debt advisers in relation to rent collection.	2.1	Assess the role and involvement of third party debt advisers.
		2.2	Explain how debt management plans can help collect rent.	2.2	With reference to relevant legislation, explain how debt management plans operate.
3.	Understand their organisation's policy in relation to rent collection and how it is implemented.	3.1	Describe how calls are organised to maximise rent collection.	3.1	Explain their organisation's approach to rent collection.
		3.2	Describe their strengths and weaknesses in relation to rent collection.	3.2	Evaluate their strengths and weaknesses in relation to rent collection.
		3.3	Describe how they organise work to meet organisational goals.	3.3	Explain how they organise work to meet organisational goals.
4.	Be able to demonstrate effective rent based on reflective practice.	4.1	Work with a line manager to plan and record rent collection work over a period of at least a month, describing and explaining approaches and outcomes.	4.1	Plan and record rent collection over a period of at least a month, describing and explaining approaches and outcomes.
		4.2	Identify techniques used that were successful.	4.2	Identify techniques used that were successful.
		4.3	Assess how approaches and outcome have evolved based on experience.	4.3	Work with colleagues, where relevant, to assess how approaches and outcomes have evolved based on experience and develop an action plan to improve practice.

## Business solutions through creative thinking

6 credits

Learning outcomes The learner will:		Assessment criteria LEVEL 2 The learner can:		Assessment criteria LEVEL 3 The learner can:	
1.	Understand how creative thinking techniques can find opportunities and solutions for business.	1.1	Explain the value of creative thinking and problem solving at work.	1.1	Assess the value of creating thinking and problem solving at work.
		1.2	Identify factors which: a) contribute to problems at work b) influence the choice of solutions	1.2	Identify factors which: a) contribute to problems at work b) influence the choice of solutions
		1.3	Describe a variety of creative thinking techniques for generating and exploring ideas.	1.3	Evaluate a variety of creative thinking techniques for generating and exploring ideas.
		1.4	Explain an effective approach to problem solving which covers: a) exploration of options b) planning c) implementation d) review	1.4	Explain an effective approach to problem solving which covers: a) exploration of options b) planning c) implementation d) review
2.	Know how the workplace context influences creative thinking and problem solving.	2.1	Identify factors which might influence the choice of problems and solutions, for example organisational structure, business strategy, policy, resources, organisational culture, legislation.	2.1	Identify factors which might influence the choice of problems and solutions, for example organisational structure, business strategy, policy, resources, organisational culture, legislation.
		2.2	Use creative thinking techniques to identify in own area of responsibility: a) a range of problems b) potential solutions	2.2	Use creative thinking techniques to identify in own area of responsibility: a) a range of problems b) potential solutions c) business opportunities
3.	Be able to apply creative thinking and problem solving skills in the business environment.	3.1	Plan research into one problem or business opportunity which demonstrates understanding of circumstances including: a) appreciation of the consequences of decisions b) respect for beliefs and feelings	3.1	Plan research into one problem or business opportunity which demonstrates understanding of circumstances including: a) appreciation of the consequences of decisions b) respect for beliefs and feelings
		3.2	Explore and adapt ideas on the basis of feedback.	3.2	Explore and adapt ideas on the basis of feedback.
		3.3	Describe how they organise work to meet	3.3	Evaluate ideas and select one option to

			organisational goals.		take forward to the planning stage using reasoned arguments and evidence.
		3.4	Propose and plan the implementation of chosen option.	3.4	Propose and plan the implementation of chosen option, using risk assessment to inform arrangements and justifying decision-making.
		3.5	Explain how the effectiveness of the proposed solution will be assessed.	3.5	Plan methods to evaluate effectiveness of proposed business solution.
		3.6	Review chosen approach including an assessment of the contribution of creative thinking techniques to the process.	3.6	Prepare a persuasive case for action.
				3.7	Review chosen approach including an assessment of the contribution of creative thinking techniques to the process.

## Rent collections

6 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Understand the principles of effective rent collection.	1.1	Explain why some people can not pay their rents.	1.1	Identify the types of people who do not pay their debts and explain how this problem arises.
		1.2	Describe how people can be encouraged to reduce their debt and pay on time.	1.2	Assess strategies which encourage vulnerable people to reduce their debt and pay on time.
		1.3	Explain how to deal professionally with an angry caller.	1.3	Explain the challenges of communicating with vulnerable people during the rent collection process.
				1.4	Evaluate techniques for dealing professionally with challenging behaviour in order to maximise rent collection.
2.	Understand the role of debt advice and know the legislation relating to debt management plans.	2.1	Describe the role of third party debt advisers in relation to rent collection.	2.1	Assess the role and involvement of third party debt advisers.
		2.2	Explain how debt management plans can help collect rent.	2.2	With reference to relevant legislation, explain how debt management plans operate.
3.	Understand their organisation's policy in relation to rent collection and how it is implemented.	3.1	Describe how calls are organised to maximise rent collection.	3.1	Explain their organisation's approach to rent collection.
		3.2	Describe their strengths and weaknesses in relation to rent collection.	3.2	Evaluate their strengths and weaknesses in relation to rent collection.
		3.3	Describe how they organise work to meet organisational goals.	3.3	Explain how they organise work to meet organisational goals.
4.	Be able to demonstrate effective rent based on reflective practice.	4.1	Work with a line manager to plan and record rent collection work over a period of at least a month, describing and explaining approaches and outcomes.	4.1	Plan and record rent collection over a period of at least a month, describing and explaining approaches and outcomes.
		4.2	Identify techniques used that were successful.	4.2	Identify techniques used that were successful.
		4.3	Assess how approaches and outcome have evolved based on experience.	4.3	Work with colleagues, where relevant, to assess how approaches and outcomes have evolved based on experience and develop an action plan to improve practice.

## Credit application processing

3 credits

Learning outcomes The learner will:		Assessment criteria LEVEL 2 The learner can:		Assessment criteria LEVEL 3 The learner can:	
1.	Be able to process credit applications.	1.1	Describe how to gather information for credit applications.	1.1	Explain how to gather information for credit applications.
		1.2	Describe how to assess credit applications for completeness and follow up any discrepancies.	1.2	Explain how to assess credit applications for completeness and follow up any discrepancies.
2.	Be able to set up and maintain customer records.	2.1	Describe how to set up and maintain customer records in accordance with organisational and legal requirements.	2.1	Explain how to identify and report fraudulent applications in accordance with organisational and legal requirements.
3.	Be able to evaluate work and personal performance.	3.1	Assess own strengths and weaknesses in relation to credit applications processing.	3.1	Explain how to set up and maintain customer records in accordance with organisational and legal requirements.
		3.2	Identify areas for development.		
4	Be able to evaluate work and personal performance.			4.1	Critically assess the extent that work processes match guidance for credit application processing in the National Occupational Standards.
				4.2	Explain the importance of any organisational and legal requirements in relation to credit application processing.
				4.3	Explain how own approach and outcomes have evolved as experience in application processing has increased.
				4.4	Assess own performance in relation to credit application processing.
				4.5	Identify areas for development.

## Credit risk assessment

3 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Be able to establish credit facilities.	1.1	Describe how to assess credit worthiness based on applicant information.	1.1	Explain how to assess credit worthiness based on applicant information.
		1.2	Describe how to establish credit facilities.	1.2	Explain how to establish credit facilities
		1.3	Describe how to inform applicants and colleagues of the outcome of credit assessment in accordance with organisational and legal requirements.	1.3	Explain how to inform applicants and colleagues of the outcome of credit assessment in accordance with organisational and legal requirements.
2	Be able to review on-going trading relationships	2.1	Describe how to monitor levels of customer indebtedness.	2.1	Explain how to monitor levels of customer indebtedness.
		2.2	Describe how to review on-going trading relationships in accordance with organisational policy.	2.2	Explain how to review on-going trading relationships in accordance with organisational policy.
3.	Be able to evaluate work and personal performance.	3.1	Assess own strengths and weakness in relation to credit assessment.	3.1	Critically assess the extent that work processes match guidance in the National Occupational Standards.
		3.2	Identify areas for development.	3.2	Explain the importance of any organisational and legal requirements in relation to credit assessment.
				3.3	Explain how own approach and outcomes have evolved as experience in credit assessment has increased.
				3.4	Assess own performance in relation to credit assessment.
				3.5	Identify areas for development

## Cash collections

3 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Be able to collect customer payments in a systematic way.	1.1	Describe how to ensure prompt payment through liaison with customers.	1.1	Explain how to ensure prompt payment through liaison with customers.
		1.2	Describe how to initiate appropriate follow up action when initial approaches fail to elicit an adequate response.	1.2	Explain how to initiate appropriate follow up action when initial approaches fail to elicit an adequate response.
		1.3	Describe how to maintain customer records in accordance with organisational and legal requirements.	1.3	Explain how to maintain customer records in accordance with organisational and legal requirements.
		1.4	Describe how to conduct communication in accordance with organisational and legal requirements.	1.4	Explain how to conduct communication in accordance with organisational and legal requirements.
2.	Be able to evaluate work and personal performance.	2.1	Assess own strengths and weaknesses in relation to payment collections.	2.1	Critically assess the extent that work processes match guidance in the National Occupational Standards
		2.2	Identify areas for development.	2.2	Explain the importance of any organisational and legal requirements in relation to payment collections.
				2.3	Explain how own approach and outcomes have evolved as experience in payment collections has increased.
				2.4	Assess own performance in relation to payment collections.
				2.5	Identify areas for development.

## Debt recovery

3 credits

<b>Learning outcomes</b> <b>The learner will:</b>		<b>Assessment criteria LEVEL 2</b> <b>The learner can:</b>		<b>Assessment criteria LEVEL 3</b> <b>The learner can:</b>	
1.	Be able to manage debt recovery procedures.	1.1	Describe how to identify appropriate recovery procedures.	1.1	Explain how to identify appropriate recovery procedures.
		1.2	Describe how to implement recovery procedures in accordance with organisational and legal requirements.	1.2	Explain how to implement recovery procedures in accordance with organisational and legal requirements.
		1.3	Describe how to maintain customer records in accordance with organisational and legal requirements.	1.3	Explain how to maintain customer records in accordance with organisational and legal requirements.
		1.4	Describe how to monitor progress with recovery procedures.	1.4	Explain how to monitor progress with recovery procedures.
				1.5	Explain how to calculate and recommend write-offs in accordance with organisational policy.
2.	Be able to evaluate work and personal performance.	2.1	Assess own strengths and weaknesses in relation to debt recovery.	2.1	Critically assess the extent that work processes match guidance in the National Occupational Standards.
		2.2	Identify areas for development.	2.2	Explain the importance of any organisational and legal requirements in relation to debt recovery.
				2.3	Explain how own approach and outcomes have evolved as experience in debt recovery has increased.
				2.4	Assess own performance in relation to debt recovery and identify areas for development.