



<b>ULO NP-1</b>	<b>TITLE:</b> <b>Strategic planning and management</b>		EQF 6
<b>Work tasks:</b>	<b>Manage the strategic planning process</b>		
<b>Weighting:</b>	1		
<b>Learning outcomes:</b> <ul style="list-style-type: none"> <li><b>LO 1: Understand the external environment affecting a company</b></li> <li><b>LO 2: Examine internal and external factors affecting an organisational strategy plan</b></li> <li><b>LO 3: Develop options for strategic planning for an organisation</b></li> <li><b>LO 4: Construct a strategy plan for a company</b></li> <li><b>LO 5: Plan for the implementation of a strategy plan</b></li> <li><b>LO 6: Review existing business plans and strategies of a company</b></li> </ul>			
<b>Knowledge</b> <i>(assimilation of knowledge throughout learning)</i>	<b>Skills</b> <i>(Ability to apply knowledge)</i>	<b>Competences</b> <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>	
<b>1) Survey the external environment / LO 1</b>			
<ul style="list-style-type: none"> <li>- Explain in detail the importance of external factors affecting an organisation (e.g. EU and national legislation on waste management, public procurement law)</li> <li>- Demonstrate an advanced knowledge of the EU policy on waste</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills by analysing the needs and expectations of stakeholders of a company</li> <li>- Demonstrate mastery by analysing the major changes taking place in the external environment that will affect strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Assume responsibility for the management of the impact from external factors and take preventive measures to prevent problems</li> </ul>	



<ul style="list-style-type: none"> <li>- Demonstrate an advanced knowledge of the EU and the national legislation on waste management</li> </ul>		
<b>2) Collect and describe all the internal and external factors impacting on business activities and the organisational strategy / LO 2</b>		
<ul style="list-style-type: none"> <li>- Demonstrate advanced knowledge on the factors, which affect the organisational strategy plan</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate mastery by comparing the core organisational values (ethical, cultural, environmental, social and business) with the current business objectives of an organisation</li> <li>- Demonstrate advanced skills by developing an appropriate vision and mission statements for a company</li> <li>- Produce agreed future management objectives for the company</li> <li>- Demonstrate mastery by developing measures for evaluating a strategy plan</li> </ul>	<ul style="list-style-type: none"> <li>- Manage the impact of the factors, which affect the organisational strategy plan</li> </ul>
<b>3) Develop alternatives for a Solid Waste Facility company strategy / LO 3</b>		
<ul style="list-style-type: none"> <li>- Demonstrate advanced knowledge of the options available for the strategic planning of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills by using modelling tools to develop strategic options for a company</li> <li>- Develop a comparative understanding of</li> </ul>	<ul style="list-style-type: none"> <li>- Lead the development of options in the process of strategic planning</li> </ul>



	activity from organisations in the market - Create options to form the basis of future organisational strategy	
<b>4) Work out a detailed company strategy / LO 4</b>		
- Demonstrate critical understanding on how to construct a strategy plan for the company	- Develop criteria for reviewing potential options for a strategy plan - Construct an agreed strategy plan that includes resource implications	- Ensure a suitable structure for a strategy plan that ensures appropriate participation from all stakeholders of a company
<b>5) Make a plan for implementing the new strategy / LO 5</b>		
- Demonstrate advanced knowledge on how to set up an implementation plan for the developed strategy	- Develop a schedule for implementing a strategy plan in a company - Design monitoring and evaluation systems for the implementation of a strategy plan in a company	- Manage an appropriate dissemination processes to gain commitment from stakeholders in a company
<b>6) Develop the Solid Waste Facility company strategy / LO 6</b>		
- Demonstrate a critical understanding of the process and activity to review the existing business plan and the company strategy	- Demonstrate advanced skills by applying the appropriate tools to analyse the effects of current business plans - Demonstrate mastery by reviewing the position of a company in its current market - Determine the process to evaluate the	- Manage the review process of the company business plan and company strategy - Assume responsibility for the implementation of corrective actions



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	competitive strengths and weaknesses of a company's current business strategies	
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<b>ULO NP-2</b>	<b>TITLE:</b> <b>Identify and plan new technologies and improvements to waste management operations</b>		EQF 6
<b>Work tasks:</b>	<b>Manage all planning efforts for improving the technical performance</b>		
<b>Weighting:</b>	1		
<p><b>Learning outcomes:</b></p> <p><b>LO 1: Understand techniques used to monitor and evaluate operations to identify potential improvements – Operate on the basis of size and production requirements on the basis of cost-benefit analysis (related to Financial and Contractual Management module)</b></p> <p><b>LO2: Identify sources of information (e.g. ISO standards)</b></p> <p><b>LO3: Seek advice from the appropriate sources when needed</b></p> <p><b>LO 4: Organise and plan internal (human and financial) resources in order to continuously improve and optimise the SWF operations</b></p> <p><b>LO 5: Determine the techniques used to identify the costs and benefits of potential improvements against company objectives</b></p> <p><b>LO 6: Planning investment based on the technical, economic and financial surveys</b></p> <p><b>LO 7: Recognise and understand the basic principles of improvement planning and improvement proposals</b></p>			
<p style="text-align: center;"><b>Knowledge</b> <i>(assimilation of knowledge throughout learning)</i></p>	<p style="text-align: center;"><b>Skills</b> <i>(Ability to apply knowledge)</i></p>	<p style="text-align: center;"><b>Competences</b> <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i></p>	
<b>1) Monitor and evaluate operations at intervals to identify potential improvements</b>			
- Demonstrate a critical understanding of the methods for monitoring operations	- Determine the information required to carry out evaluations of operations and activities	- Manage the preparation of a plan for the evaluation of operations and work activities	



<ul style="list-style-type: none"> <li>- List methods for the analysis of new trends in solid waste management processes by reviewing existing techniques,</li> <li>- Identify models for predicting solid waste management production rates</li> <li>- Identify in details the aspects involved in operations</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills by applying the techniques of Life Cycle Costing and SWOT analysis</li> <li>- Demonstrate advanced skills to select appropriate types of plant and equipment</li> <li>- Explain the effect of two factors that may be interrelated to the developments: public awareness (social factor) and environmental legislation.</li> </ul>	<ul style="list-style-type: none"> <li>- Lead the implementation of the achievable actions within the improvement plan</li> </ul>
<b>2) Identify appropriate sources of information needed for being well informed on the field of up-to-date applied technologies</b>		
<ul style="list-style-type: none"> <li>- Demonstrate an advanced knowledge on data mining techniques</li> <li>- Demonstrate knowledge of where to obtain information relating to trends and developments that can impact on business, and demonstrate ability to use the information correctly</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills to select the pieces useful information</li> </ul>	<ul style="list-style-type: none"> <li>- Manage the selection of the needed information for technology development</li> <li>- Assume responsibility for keeping up to date with trends and developments which could impact on the organisation (e.g. legislative changes, market changes, etc.)</li> </ul>
<b>3) Find and get advice from the appropriate information sources when needed</b>		
<ul style="list-style-type: none"> <li>- Demonstrate advanced knowledge on how, and from where to get advice to collect essential information</li> </ul>	<ul style="list-style-type: none"> <li>Be able to explain the effective methods for getting advice in information seeking</li> </ul>	<ul style="list-style-type: none"> <li>- Manage the information seeking.</li> </ul>
<b>4) Match the needs and planning in terms of productivity, rationality, economy and environmental sustainability</b>		



<ul style="list-style-type: none"><li>- Demonstrate a critical understanding of the principles of business administration</li><li>- Demonstrate advanced knowledge on providing an explanation of reasons for implementing new technology and how it improves the company performance</li><li>- Identify in details economic sources from where to source financial funds</li><li>- Identify in detail the necessary human resources for a new project</li></ul>	<ul style="list-style-type: none"><li>- Examine the company in order to locate improvements</li><li>- Analyse the potential for implement automation in processes</li><li>- Use advanced skills to determine the amount of resources needed to implement the new technology</li><li>- Research the costs of various new technology systems</li><li>- Demonstrate advanced skill to determine how these cost impacts the company</li><li>- Plan economic sources, taking account of variability</li><li>- Demonstrate mastery by analysing the personnel needs and additional training needs</li><li>- Allocate the necessary competent personnel to new project planning and elaboration</li><li>- Use advanced skills to analyse the time needed for the implementation</li><li>- Design a plan for implementation</li><li>- Consider and take into account the future of the system to be implemented</li><li>- Demonstrate advanced skills by conducting analysis of information from research and</li></ul>	<ul style="list-style-type: none"><li>- Lead the promotion of recovery efficiency in every process</li><li>- Manage the selection of the right and sufficient resources and appropriate technologies for improving the efficiency of processes</li><li>- Assume responsibility for normal cash flow and in time payment of project stages</li><li>- Lead the Financial (Project's) Planning Team</li><li>- Assume responsibility for the management of human resources for new projects</li><li>- Lead the decision process to determine a specific solution</li><li>- Manage the presentation of the implementation plan to upper management</li><li>- Ensure the implementation of plans for effective and efficient maintenance</li></ul>
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	taking into account the stakeholders needs	
<b>5) Evaluate the costs and benefits of potential improvements against company objectives</b>		
<ul style="list-style-type: none"> <li>- Evaluate in detail the costs and the benefits of potential improvement in the facility</li> <li>- Demonstrate an critical understanding of the company objectives, in relation to the cost benefit analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Use advanced skills to understand the principals of "Cost Benefit Analysis"</li> <li>- Use advanced skills to identify the information required to carry out a cost benefit analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Take responsibility for the maintaining records of all findings, and be prepared to present any findings to the relevant people</li> </ul>
<b>6) Carry out an economic assessment of investments (current economic incentives, investment costs, etc.)</b>		
<ul style="list-style-type: none"> <li>- Describe in detail the technical, economic and financial aspects of the investment</li> <li>- Demonstrate advanced knowledge to identify the criteria and methods to perform investment analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate mastery by analysing the profitability and the risks related to the investment</li> </ul>	<ul style="list-style-type: none"> <li>- Lead the development of a technical plan, an organisational plan and a financial plan</li> </ul>



**7) Prepare a project plan for implementing the agreed improvement proposal and get agreement with internal and external contacts**

<p>- Demonstrate advanced knowledge of the information sources required to prepare an improvement plan</p>	<p>- Use advanced skills to understand the key aspects of an improvement plan</p>	<p>- Manage the preparation of an improvement plan - Assume responsibility for maintaining records relating to the improvement plan proposal</p>
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<b>ULO NP-3</b>	<b>TITLE:</b> <b>Implement and evaluate improvements to waste management operations</b> <i>(related to ULO-FCM-6)</i>		EQF 6
<b>Work tasks:</b>	<b>Manage all efforts for improving the technical performance of the facility and taking into account the financial consequences</b>		
<b>Weighting:</b>	2		
<p><b><u>Learning outcomes:</u></b></p> <p><b>LO 1: Determine how to provide clear and sufficient information on the improvement plan to enable those responsible for implementing the plan to carry it out</b></p> <p><b>LO 2: Implement the new technology</b></p> <p><b>LO 3: Identify how to monitor and ensure correct implementation of the plan against the agreed specifications, schedules and budget</b></p> <p><b>LO 4: Monitor the process of implementation</b></p> <p><b>LO 5: Recognise techniques used to evaluate project results against previous performance, expected costs, operational benefits and environmental impact and identify means of effectively reporting the results of your evaluation</b></p> <p><b>LO 6: Evaluate the results of implementation process</b></p>			
<p style="text-align: center;"><b>Knowledge</b> <i>(assimilation of knowledge throughout learning)</i></p>	<p style="text-align: center;"><b>Skills</b> <i>(Ability to apply knowledge)</i></p>	<p style="text-align: center;"><b>Competences</b> <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i></p>	
<b>1) Provide clear and sufficient information on the improvement plan to enable those responsible for implementing the plan to carry it out / LO 1</b>			



<ul style="list-style-type: none"><li>- Determine the key aspects of the improvement plan, which need to be shared with those carrying out the improvements</li><li>- Demonstrate a critical understanding on effective ways of communicating the key aspects of the improvement plan</li></ul>	<ul style="list-style-type: none"><li>- Demonstrate advanced skills by recording all stages of the improvement activities</li></ul>	<ul style="list-style-type: none"><li>- Monitor other's understanding of their responsibilities, and determine the importance of doing so</li></ul>
<b>2) Implement suitable new technology/ LO 2</b>		
<ul style="list-style-type: none"><li>- Demonstrate an advanced knowledge of the parameters for implementing new technologies</li></ul>	<ul style="list-style-type: none"><li>- Arrange necessary training for personnel</li></ul>	<ul style="list-style-type: none"><li>- Take responsibility for informing personnel of the steps of the implementation plan for the new technology system</li><li>- Manage the implementation of the plan according to the steps outlined in the implementation plan</li></ul>



### 3) Monitor and ensure implementation of the plan against the agreed specifications, schedules and budget / LO 3

<ul style="list-style-type: none"><li>- Define in detail the qualitative and quantitative criteria to monitor new project's evolution</li><li>- Describe in detail the importance of checking the implementation progress against set criteria</li><li>- Demonstrate an advanced knowledge on how to identify the criteria that will be used for monitoring</li></ul>	<ul style="list-style-type: none"><li>- Designate internal audit methodologies for project's evolution monitoring</li><li>- Demonstrate advanced skills by recoding all stages of the improvement activities, in an appropriate format, and determine the importance of doing so</li><li>- Use advanced skills to evaluate and document the new project's progress</li></ul>	<ul style="list-style-type: none"><li>- Lead the project's evaluation monitoring team</li><li>- Assume responsibility for the overall management of improvement activities</li></ul>
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### 4) Monitor the process of implementation / LO 4

<ul style="list-style-type: none"><li>- Demonstrate an advanced knowledge of the monitoring criteria during the implementation process</li></ul>	<ul style="list-style-type: none"><li>- Use advanced skills to analyse and provide solutions to the unexpected issues arising during the implementation process</li><li>- Demonstrate advanced skills to realize the necessary corrections and adjustments to the plan</li><li>- Use advanced skills to establish the system for obtaining feedback from personnel on the progress of the implementation and on areas where the personnel require extra assistance</li></ul>	<ul style="list-style-type: none"><li>- Ensure that all levels of management are provided with the necessary information</li></ul>
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**5) Evaluate improvements against previous performance, expected costs, operational benefits and environmental impact and report the results of your evaluation in the agreed format and timescale / LO 5**

<ul style="list-style-type: none"> <li>- Determine in detail why it is important to evaluate the improvements made, against the expected results</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills by identifying the reasons why there may be deviations between expected results and actual results</li> <li>- Demonstrate mastery on the importance of effective reporting is in the evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that the company can deal with past trends and developments to enable improvements in the current situation</li> </ul>
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**6) Highlight the benefits of the applied new technology for all the stakeholders/ LO 6**

<ul style="list-style-type: none"> <li>- Describe in detail the measures and parameters available to measure the results of the implementation process</li> </ul>	<ul style="list-style-type: none"> <li>- Use advanced skills to check if specific goals have been met</li> <li>- Distinguish between successful and poor strategies</li> <li>- Remove the poor strategies from the plan</li> <li>- Determine how the current implementation process can provide basic structure for future plans</li> <li>- Use advanced skills to determine how the implementation process may help lay the ground work for the utilisation of the new technology system</li> </ul>	<ul style="list-style-type: none"> <li>- Manage the implementation process concerning past performance, calculated costs, operational benefits and environmental impacts</li> <li>- Assumes responsibility for the reporting of the results of the evaluation process to upper management and possible stakeholders</li> </ul>
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<b>ULO NP-4</b>	<b>TITLE:</b> <b>Generate and secure new waste management business</b> <i>(related to ULO-FCM-6)</i>		EQF 6
<b>Work tasks:</b>	<b>Ensure the identification of and steady marketing efforts for reaching current and potential clients</b>		
<b>Weighting:</b>	1		
<b>Learning outcomes:</b> <ul style="list-style-type: none"> <li>LO 1: Understand the basic principles of market research and how to conduct market research</li> <li>LO 2: Determine how to maintain adequate current information sources, materials, equipment and resources needed to implement the promotional activity</li> <li>LO 3: Determine how to successfully present draft contracts or agreements to potential clients</li> </ul>			
<b>Knowledge</b> <i>(assimilation of knowledge throughout learning)</i>	<b>Skills</b> <i>(Ability to apply knowledge)</i>	<b>Competences</b> <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>	
<b>1) Carry out market research to highlight opportunities for development of new waste management business</b>			
<ul style="list-style-type: none"> <li>- Describe in detail the basic principles of market research</li> <li>- Demonstrate a critical understanding of the principles of how to conduct market survey</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills by determining how effective market research can be used to positively impact business operations</li> <li>- Demonstrate mastery on what market research entails</li> </ul>	<ul style="list-style-type: none"> <li>- Lead the market research process</li> </ul>	



	<ul style="list-style-type: none"> <li>- Demonstrate advanced skills to conduct market research</li> <li>- Demonstrate mastery by applying the results of market research to manage improvements to business operations</li> </ul>	
<b>2) Maintain adequate current information sources, materials, equipment and resources needed</b>		
<ul style="list-style-type: none"> <li>- Determine in detail the importance of promotional activities on improving business operations</li> </ul>	<ul style="list-style-type: none"> <li>- Identify what is needed to undertake promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>- Manage the resources needed for promotional activities</li> <li>- Assume responsibility for business improvements through positive promotional activities</li> </ul>
<b>3) Draft contracts or agreements for presentation to potential clients</b>		
<ul style="list-style-type: none"> <li>- Demonstrate a critical understanding of the importance of drafting proposals, contracts or agreements to the relevant parties</li> </ul>	<ul style="list-style-type: none"> <li>- Identify ways of making proposals, contracts or agreements attractive to the relevant parties</li> <li>- Identify communication methods which can be used to promote your organisations services</li> </ul>	<ul style="list-style-type: none"> <li>- Assume responsibility for promoting your business's services through presentation of information, draft proposals, contracts and agreements to relevant parties</li> </ul>



<b>ULO NP-5</b>	<u>TITLE:</u> <b>Conduct performance audits</b>		EQF 6
<b>Work tasks:</b>	<b>Ensure the quality of business service and the efficiency of the company business processes</b>		
<b>Weighting:</b>	1		
<b>Learning outcomes:</b> LO 1: Understand the basic principles of a performance audits LO 2: Determine the main tasks of preparing the company for performance audit LO 3: Determine the main steps of a performance audit process			
<b>Knowledge</b> <i>(assimilation of knowledge throughout learning)</i>	<b>Skills</b> <i>(Ability to apply knowledge)</i>	<b>Competences</b> <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>	
<b>1) Determine the basic principles, targets and the possible effects of a performance audit on the business activities</b>			
- Demonstrate deep understanding on the basics of a performance audit	- Determine the targets of a performance audit - Describe the main advantages of a performance audit	- Assume responsibility for having the importance of a performance audit accepted	
<b>2) Make a plan considering the main steps to prepare the company for a performance audit</b>			
- Have an adequate understanding of the most important elements of a performance audit preparation	- Identify what is needed to undertake for an effective performance audit preparation	- Assume responsibility for preparing the company for a performance audit - Lead the preparation team for	
<b>3) Arrange a performance audit process</b>			
- Demonstrate advanced knowledge on the	- Prepare a detailed schedule of a	- Assume responsibility for conducting a	



process of a performance audit	performance audit	performance audit - Considering the defectiveness assume responsibility to make corrective measures to maintain the business process
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