

Level 4 Diploma in Business (L4DB)

NCC Education
Qualification Unit Specification
2025 / 26

Level 4 Diploma in Business Specifications

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About NCC Education

NCC Education is a UK awarding body, active in the UK and internationally.

Originally part of the UK National Computing Centre, NCC Education started offering IT qualifications in 1976 and, from 1997 developed its Higher Education portfolio to include Business qualifications, IT qualifications for school children and a range of Foundation qualifications.

With Centres in over forty countries, four international offices and academic managers worldwide, NCC Education strives to employ the latest technologies for learning, assessment, and support.

NCC Education develops qualifications regulated, and quality assured, by Ofqual (the Office of Qualifications and Examinations Regulation, see www.ofqual.gov.uk) in England.

1. Why choose this qualification?

NCC Education's Level 4 Diploma in Business qualification is designed for learners aged **18 and above**, catering to university students and adult learners.

The programme is ideal for:

- Learners progressing their Business Studies journey.
- Non-native English speakers with sufficient English proficiency to undertake assessments successfully

NCC Education's Level 4 Business qualifications are:

- **Regulated** by Ofqual under the Regulated Qualifications Framework (RQF).
- **Quality assured** and well-established in the UK and worldwide.
- **Providing a valuable diploma qualification in Business** which progresses students' ability to foster a leadership and entrepreneurial mindset. By completing the Level 4 Diploma in Business qualification, students will develop the skills to thrive in a professional environment and explore their career ambitions. This course enables students to discover departmental business specialisms and further their education by progressing onto the Level 5 Business qualifications.

The Level 4 Business qualifications' syllabus and assessment are suitable for students aged 18+.

- **A pathway** to NCC Education's Level 5 Diploma qualifications and greater employment opportunities
- **Equivalent to the first year of a UK undergraduate degree.** Upon successful completion, students can apply to a wide range of universities in the UK and worldwide that recognise NCC Education qualifications. Students may be eligible to apply for direct entry to the second year (Year 2) of a related Bachelor's degree in Business or Management for entry with Advanced Standing.

Structure of the Level 4 Business Qualifications

Qualification Titles, Credits, Units

This qualification is for learners aged 18 years and above who want to further their knowledge and understanding of business. The qualifications prepare learners for a range of higher education courses and job roles related to the business sector.

Achieving the Level 4 Diploma in Business, with a minimum grade of pass, can provide progression on to Level 5 Diploma in Business, alongside other qualifications at the same level.

	Level 4 Diploma in Business
Total Qualification Time (TQT)	1200
Total Guided Learning Hours (GLH)	526*
Credit Value	120

*Values may vary depending on unit selection.

Level 4 Diploma in Business- 120 Credits

Core Units

To gain the Diploma, learners **MUST** achieve the following 5 core units equal to the total of 60 credits.

Leadership & Entrepreneurship (TQT: 100 hours/ 10 credits)	Project Management (TQT: 100 hours/ 10 credits)	Corporate Responsibility within Sustainable Business (TQT: 100 hours/ 10 credits)
Understanding Business Finance (TQT: 200 hours / 20 credits)	Organisational Culture & Collaboration (TQT: 100/ 10 credits)	

Elective Units

To gain the Diploma, learners MUST choose three elective units equal to the total of 60 credits.

Business Law (TQT: 200 hours / 20 credits)	Expert eBusiness (TQT: 200 hours / 20 credits)
Applying Marketing (TQT: 200 hours / 20 credits)	International Business (TQT: 200 hours / 20 credits)

Summary of the units' credits, number of topics and the breakdown of the Total Qualification Time:

Unit type	No.	Unit	Credits	No. of topics	Tot. lecture time (hrs)	Tot. tutorial time (hrs)	Tot. seminar time (hrs)	Tot. private study time (hrs)	TQT (hrs)	Tot GLHs
Core	1	Leadership & Entrepreneurship (LE 1.0)	10	12	48	12	-	40	100	60
	2	Project Management (PM 1.0)	10	12	48	12	-	40	100	60
	3	Corporate Responsibility within Sustainable Business (CRS 1.0)	10	12	48	12	-	40	100	60
	4	Understanding Business Finance (UBF 1.0)	20	12	36	36	-	128	200	72
	5	Organisational Culture & Collaboration (OCC 1.0)	10	12	44	14	-	42	100	58
Elective	6	Business Law (BL 1.0)	20	12	36	36	-	128	200	72
	7	Expert eBusiness (EE 1.0)	20	12	36	36	-	128	200	72
	8	International Business (INB 1.0)	20	12	36	36	-	128	200	72
	9	Applying Marketing (APM 1.0)	20	12	56	24	-	120	200	80

Assessment for the Qualification

1. Assessment Objectives

All assessments for the qualification are intended to allow candidates to demonstrate they have met the relevant Learning Outcomes. Moreover, NCC Education's assessment is appropriate to the assessment criteria as stated in this specification and is regularly reviewed to ensure it remains consistent with the specification.

2. Overview of Qualification Unit Assessment

Unit	Assessment Method	
	Global Exam	Global Assignment
Leadership & Entrepreneurship	-	100%
Project Management	-	100%
Corporate Responsibility within Sustainable Business	-	100%
Understanding Business Finance	-	100%
Organisation Culture & Collaboration	-	100%
Business Law	-	100%
Expert eBusiness	-	100%
International Business	-	100%
Applying Marketing	-	100%

The pass mark for a unit is 40%.

An examination is an assessment that will take place on a specified date and usually in an NCC Education Centre. An assignment requires candidates to produce a written response to a set of one or more tasks, meeting a deadline imposed by the Centre. Local Examinations and Global Assignments are marked by the centre.

NCC Education Centres can provide candidates with a specimen assessment paper and a limited number of past examination and assignment papers may also be available.

Past examination and assignment papers may be made available only following results release for the corresponding assessment cycle. Results release dates and past examination and assignment release dates can be found in the Activity Schedules on Quartz, NCC Education's student registration system.

Administration

1. Assessment Cycles

Four assessment cycles are offered throughout the year: Spring, Summer, Autumn, and Winter. Details of each assessment cycle with corresponding key dates can be found within NCC Education's Activity Schedules, available on Quartz.

2. Language of Assessment

All assessment is conducted in English.

3. Candidates

NCC Education's qualifications are available to those Centre candidates who satisfy the entry requirements as stated in this specification.

4. Qualification Entry Requirements

Students must meet the following entry requirements:

- One 'A' Level or equivalent, or an appropriate School Leavers' certificate deemed to be of a similar level

OR

- Achieved a minimum grade of pass in the NCC Education level 3 Diploma in Business, Extended Diploma in Business or equivalent qualification.

OR

- Achieved a minimum grade of pass in the NCC Education level 3 International Foundation Diploma for International Studies.
- The NCC Education Level 4 Diploma in Business syllabus and assessment is suitable for candidates aged 18 and above.
- It is expected that candidates who are non-native English speakers are able to cope with the demands of preparing for and taking the NCC Education Level 4 Diploma in Business qualification assessment in English. Therefore, it is required that learners have achieved IELTS 5.5 or equivalent. Alternatively, take the free NCC Education Higher English Placement Test, which is administered by our Accredited Partner Centres.

Mature applicants will be considered for entry if they are able to demonstrate over 2 years of relevant work experience; AND Have GCE 'O' Level / IGCSE English and Maths or equivalent.

OR

- The Oxford Test of English is recognised for acceptance onto NCC Education programmes. An affordable, personalised test that fits you – it's 100% online, flexible, fast, and available at Approved Test Centres across the globe. Plus, it's the only language proficiency test certified by the University of Oxford.

5. Eligibility Period

The maximum period of time that NCC Education allows for the completion of your programme is three years. Please contact your Accredited Partner Centre if you have any queries relating to this.

6. Resits

If a candidate fails an assessment, they will be provided with opportunities to resit during the eligibility period.

Syllabus

1. Leadership and Entrepreneurship (LE 1.00)

Module overview

This unit explores the knowledge, behaviours, and skills required to lead effectively in entrepreneurial and organisational contexts. Learners will analyse leadership styles, communication strategies, and motivational techniques, and evaluate how these can be adapted to meet individual and team needs.

The unit examines ethical leadership, inclusive practice, and the role of self-awareness in building trust and accountability. Learners will also assess entrepreneurial decision-making, innovation, and approaches to managing change and improvement.

A strong focus is placed on applying leadership to embed corporate responsibility and sustainability, while developing the capacity to guide others, support change, and drive positive outcomes across organisations.

Title	Leadership and Entrepreneurship
Unit reference number	A/651/7883
Credits	10
Level	4
Type	Core

Guided Learning Hours	60	Total Qualification Time	100 hours
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Evaluate and demonstrate leadership behaviours	1.1 Analyse the characteristics of effective leadership in entrepreneurial and team-based settings

<p>and communication strategies in entrepreneurial contexts</p>	<p>1.2 Evaluate how leadership styles can be adjusted to meet individual, and team needs and achieve specific outcomes</p> <p>1.3 Critically assess different forms of communication and how to tailor them to suit organisational and situational needs</p> <p>1.4 Demonstrate ethical, inclusive, and non-judgemental leadership behaviours that promote trust and performance in diverse entrepreneurial environments</p>
<p>2. Critically assess the skills, motivations, and decision-making approaches of successful entrepreneurs</p>	<p>2.1 Evaluate the personal traits, risk appetite, and mindset that influence entrepreneurial leadership</p> <p>2.2 Analyse the role of intrinsic and extrinsic motivation in achieving entrepreneurial goals, including motivating others to support Corporate Responsibility & Sustainability initiatives</p> <p>2.3 Critically assess how entrepreneurial leaders make decisions under uncertainty and ambiguity</p> <p>2.4 Explore how failure, resilience, and reflective learning contribute to long-term entrepreneurial growth</p>
<p>3. Evaluate leadership strategies for managing innovation, change, and organisational improvement</p>	<p>3.1. Analyse the principles of effective change management and how they relate to entrepreneurial leadership</p> <p>3.2. Evaluate the role of leadership in assessing and improving the outcomes of change initiatives</p> <p>3.3. Identify and assess opportunities to guide others through change in order to improve results</p> <p>3.4. Evaluate techniques for recognising and leveraging comparative strengths and weaknesses within teams and across the organisation</p>
<p>4. Analyse the relationship between vision, strategic direction, and motivating others</p>	<p>4.1. Evaluate how vision and mission influence strategic direction in entrepreneurial ventures</p> <p>4.2. Analyse how leaders motivate individuals and teams to align with organisational purpose and CR&S values</p> <p>4.3. Critically assess the balance between long-term vision and short-term action in entrepreneurial leadership</p>

	4.4. Demonstrate how to align team and organisational goals through effective leadership, motivation, and strategic communication
5. Analyse how corporate responsibility and sustainability can impact leadership	<p>5.1 Evaluate how learning style links to embedding CR&S ethos</p> <p>5.2 Utilise strengths of internal organisational structures to help build self-sustaining CR&S populations</p> <p>5.3 Train colleagues in CR&S techniques, tailoring the learning style to the circumstances</p> <p>5.4 Take the lead in helping others to achieve CR&S results. Stand by difficult CR&S decisions and hold your team/organisation to account</p>

Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Effective Entrepreneurial Leadership	<p>1/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will examine the defining traits of high-performing leaders in entrepreneurial and team settings, understanding how vision, adaptability and emotional intelligence drive rapid, value-creating decisions under uncertainty.</p> <p>To include:</p> <ul style="list-style-type: none"> • Key leadership traits: vision-setting, resilience, emotional intelligence • The role of strategic foresight in ambiguous markets • Adaptability and rapid decision-making in small teams • Case study analysis of a start-up leadership profile <p>Learning Outcomes: 1.1</p>
2	Adaptive Leadership Styles	<p>2/12</p> <p>Lecture: 4 hours</p>	<p>Learners will explore how to flex transformational, transactional, situational and servant leadership styles to meet individual and team needs, maximising</p>

		<p>Tutorial: 1 hour</p> <p>Private study: 7 hours</p>	<p>engagement and performance in entrepreneurial projects.</p> <p>To include:</p> <ul style="list-style-type: none"> • Situational Leadership Model and team maturity diagnosis • Transformational versus transactional approaches in innovation • Servant leadership principles for empowerment • Responding to a crisis with different styles <p>Learning Outcomes: 1.2</p>
3	Inclusive Communication Strategies	<p>3/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will critically assess written, verbal and electronic communication methods and practise inclusive, non-judgemental behaviours—active listening, bias-free language and open questioning—to build trust and performance.</p> <p>To include:</p> <ul style="list-style-type: none"> • Written: clear pitches, reports and policy briefs • Verbal: persuasive presentations and feedback dialogues • Electronic: effective virtual meetings and collaboration tools • Inclusive techniques: cultural sensitivity and open-ended questions <p>Learning Outcomes: 1.3, 1.4</p>
4	Entrepreneurial Mindset & Risk	<p>4/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p>	<p>Learners will evaluate how growth mindset, proactivity and risk appetite shape entrepreneurial leadership, influencing strategic choices and team confidence under ambiguity.</p>

		Private study: 3 hours	<p>To include:</p> <ul style="list-style-type: none"> • Growth vs fixed mindsets in venture contexts • Self-assessment of risk tolerance with profiling tools • Founder case study: pivot vs persevere decision • Reflection: mapping personal traits to leadership gaps <p>Learning Outcomes: 2.1</p>
5	Motivating for CR&S	<p>5/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will analyse intrinsic motivators (purpose, mastery) and extrinsic incentives (recognition, rewards) to drive entrepreneurial goals and engage others in Corporate Responsibility & Sustainability initiatives.</p> <p>To include:</p> <ul style="list-style-type: none"> • Self-Determination Theory: autonomy, competence, relatedness • Designing incentive systems for sustainability outcomes • Workshop: crafting motivational messages for a green campaign • Debrief: pros and cons of intrinsic versus extrinsic strategies <p>Learning Outcomes: 2.2</p>
6	Decisions, Failure & Resilience	<p>6/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will critically assess decision-making models suited to uncertainty (OODA loop, Recognition-Primed) and explore how failure, resilience and reflective learning fuel long-term growth.</p> <p>To include:</p> <ul style="list-style-type: none"> • OODA loop and rapid iteration concepts

			<ul style="list-style-type: none"> • Analysis of a failed launch and resilience tactics • Reflective journaling to capture lessons learned • Go/no-go decision with incomplete data <p>Learning Outcomes: 2.3, 2.4</p>
7	Change Management Essentials	7/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>Learners will analyse Lewin's Unfreeze–Change–Refreeze and Kotter's Eight Steps, understanding how entrepreneurial leaders mobilise teams and embed continuous improvement.</p> <p>To include:</p> <ul style="list-style-type: none"> • Lewin's model in a rapid-growth scenario • Kotter's steps for digital transformation • Change plan for service redesign • Debrief: leadership actions that sustain momentum <p>Learning Outcomes: 3.1, 3.2</p>
8	Guiding Change & Strengths	8/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>Learners will identify how to coach teams through change and apply strengths-based tools (SWOT, CliftonStrengths) to leverage individual and collective capabilities.</p> <p>To include:</p> <ul style="list-style-type: none"> • One-to-one coaching techniques during transitions • Mapping individual strengths to change-related tasks • developing a change-support plan • Discussion: leveraging comparative team advantages <p>Learning Outcomes: 3.3, 3.4</p>

9	Vision & Team Motivation	<p>9/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will evaluate how a compelling vision and mission align strategic direction and inspire individuals and teams around organisational purpose and CR&S values.</p> <p>To include:</p> <ul style="list-style-type: none"> • Elements of an effective vision statement • Motivation theories (Maslow, Herzberg) in purpose-driven ventures • Workshop: drafting and refining a venture vision • Group critique: ensuring strategic and ethical resonance <p>Learning Outcomes: 4.1, 4.2</p>
10	Vision-to-Action Planning	<p>10/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will critically assess the balance between long-term vision and immediate action, using OKRs and Balanced Scorecards to translate strategy into measurable short-term objectives.</p> <p>To include:</p> <ul style="list-style-type: none"> • OKR methodology for agile ventures • Balanced Scorecard perspectives in entrepreneurial contexts • Case exercise: converting a vision into a roadmap • Reflection: maintaining agility while pursuing strategic goals <p>Learning Outcomes: 4.3, 4.4</p>
11	Embedding CR&S via Learning Styles	<p>11/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p>	<p>Learners will explore Kolb's and Honey & Mumford's learning-style models and design internal structures (communities of practice, champions) to build self-sustaining CR&S cultures.</p>

		Private study: 3 hours	<p>To include:</p> <ul style="list-style-type: none"> • Kolb's Experiential Learning Cycle for sustainability topics • Learning-style profiling and adaptation • Peer-mentor network for CR&S • Explore community-of-practice framework <p>Learning Outcomes: 5.1, 5.2</p>
12	CR&S Training & Accountability	<p>12/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will practise designing and delivering CR&S training tailored to diverse needs, then demonstrate how to embed accountability and defend difficult sustainability decisions.</p> <p>To include:</p> <ul style="list-style-type: none"> • CR&S module matched to a learner profile • Peer feedback on inclusivity and engagement • Accountability frameworks: metrics, dashboards, reviews • Defending a controversial CR&S decision <p>Learning Outcomes: 5.3, 5.4</p>

Assessment Type

- 100% Written Assessment

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2. Project Management (PMGT 1.00)

Module overview

This unit introduces key project management principles and tools, focusing on their application in Corporate Responsibility and Sustainability (CR&S) contexts. Learners will explore the project lifecycle, roles within project teams, and the importance of defining scope, objectives, and success criteria. They will assess common project constraints and examine the use of tools such as Gantt charts and critical path analysis.

The unit then applies these principles to CR&S projects, analysing how values like ethics, sustainability, and stakeholder engagement influence planning and delivery. Learners will consider the impact of organisational policies and external regulations on project governance.

Practical elements include planning and delivering a CR&S project or event, managing budgets, negotiating with partners, and handling data. Learners will also explore methods for measuring and reporting outcomes using both qualitative and quantitative data, supported by appropriate IT tools. The unit concludes with an evaluation of project performance and reflection on areas for improvement.

Title	Project Management
Unit reference number	D/651/7884
Credits	10
Level	4
Type	Core

Guided Learning Hours	60	Total Qualification Time	100 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Understand the principles and lifecycle	1.1. Explain the key stages of the project lifecycle and how they apply to project delivery 1.2. Analyse the roles and responsibilities of individuals within a project team

of project management in a business context	<p>1.3. Evaluate the importance of defining project scope, objectives, and success criteria</p> <p>1.4. Assess the constraints that can impact project success</p> <p>1.5. Analyse the theoretical foundations and functions of common project management tools</p>
2. The application of project management in corporate responsibility and sustainability contexts	<p>2.1. Analyse how CR&S values and objectives influence project design and delivery.</p> <p>2.2. Evaluate the importance of stakeholder engagement in CR&S project planning.</p> <p>2.3. Assess the environmental, ethical, and social considerations that inform CR&S project planning.</p> <p>2.4. Explain how organisational policy and external regulation impact CR&S project governance.</p>
3. Analyse the principles of a Corporate Responsibility & Sustainability projects and events	<p>3.1. Analyse factors that contribute to successful CR&S event management.</p> <p>3.2. Assess the principles of budget management within CR&S projects.</p> <p>3.3. Analyse ways to negotiate a CR&S project with an internal and/or external partner.</p> <p>3.4. Analyse ways to manipulate and store data needed for CR&S projects.</p> <p>3.5. Analyse techniques for reporting on CR&S delivery against objectives.</p> <p>3.6. Analyse techniques to compare qualitative and quantitative data on CR&S performance.</p>
4. Select and apply project management principles and tools to plan and deliver a Corporate Responsibility/ Sustainability project or event	<p>4.1. Select and implement project management tools to plan a CR/S project or event</p> <p>4.2. Deliver a CR/S project or event in accordance with contractual arrangements</p> <p>4.3. Apply management techniques to deliver CR/S project or event within budget.</p> <p>4.4. Seek innovative ways to add value to CR&S issues while remaining objective.</p> <p>4.5. Contribute to the negotiation of an external CR/S project</p>

	<p>4.6. Balance own CR/S project or event workload to prioritise competing demands and achieve key performance indicators</p> <p>4.7. Work within own level of authority, seeking support when needed.</p> <p>4.8. Tailor approach to maintain relationships with stakeholders</p>
5. Evaluate and report on the outcome of a Corporate Responsibility / Sustainability project or event	<p>5.1. Complete a written report to evaluate performance within a CR/S project or event</p> <p>5.2. Analyse data to form evidence-based conclusions on performance</p> <p>5.3. Apply relevant IT solutions to present CR/S reports effectively</p>

Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Project Management and the Project Lifecycle	<p>1/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>This session introduces the principles of project management and the concept of the project lifecycle, laying the foundation for managing CR&S projects. Learners explore how project success depends on clearly defined objectives, scoped deliverables, and structured phases supported by appropriate tools.</p> <p>Theoretical foundations include:</p> <ul style="list-style-type: none"> • PRINCE2 methodology (structured governance approach) • PMBOK lifecycle phases (initiation → closure) • Agile (incremental delivery with high flexibility)

			<p>Lifecycle stages:</p> <ul style="list-style-type: none"> • Initiation: project need, business case, stakeholders • Planning: work breakdown structure, resource/time estimation • Execution: task delivery, team coordination • Monitoring/Control: risk logs, milestones, performance • Closure: final review, evaluation, lessons learned <p>Tools introduced: Gantt charts, logic models, project charters.</p> <p>Learning Outcome: 1</p>
2	Project Teams, Roles, and Governance Structures	<p>2/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners analyse key project roles (sponsor, manager, team member, client) and evaluate how governance frameworks support control and accountability. The session focuses on effective team structures, authority levels, and documentation.</p> <p>Key models and tools:</p> <ul style="list-style-type: none"> • RACI Matrix (clarifies who is Responsible, Accountable, Consulted, Informed) • Role descriptions and authority matrices • Project board structures (sponsor vs steering committee) <p>Governance documents: business case, stakeholder map, risk appetite statement</p> <p>Learning Outcome: 1</p>
3	Defining Scope, Objectives, and Constraints	<p>3/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p>	<p>This session explores the importance of clearly defined scope, success criteria, and project limitations. Learners consider how unclear boundaries or shifting targets can derail projects.</p>

		Private study: 3 hours	<p>Key topics:</p> <ul style="list-style-type: none"> • Writing SMART objectives • Identifying constraints: time, cost, quality, resources, risk • Critical path analysis and buffer planning • Scope creep and change management <p>Tools introduced: scope statements, risk registers, issue logs.</p> <p>Learning Outcome: 1</p>
4	Foundations of CR&S in Project Design	<p>4/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>This session explores how CR&S values (e.g. transparency, equity, long-term impact) influence project design. Learners critically assess the environmental, ethical, and social context of projects.</p> <p>Discussion themes:</p> <ul style="list-style-type: none"> • Values-led vs compliance-driven project decisions • Sustainability design principles (circular economy, net-zero planning) • ESG indicators (e.g. CO2, labour standards, inclusivity) <p>Learning Outcome: 2</p>
5	Stakeholder Engagement and CR&S Governance	<p>5/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners evaluate stakeholder engagement as a strategic input to CR&S projects.</p> <p>The session explores how to balance diverse priorities and stay compliant with CR&S governance.</p> <p>Key concepts:</p> <ul style="list-style-type: none"> • Stakeholder mapping: power/interest grid • Regulatory compliance: Modern Slavery Act, Companies Act

			<p>(Section 172), ESG disclosure frameworks</p> <ul style="list-style-type: none"> Internal policies: ethics codes, environmental statements <p>Tools introduced: stakeholder matrix, engagement plan.</p> <p>Learning Outcome: 2</p>
6	CR&S Event and Project Principles	<p>6/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>This session focuses on what makes a CR&S event or initiative effective — from purpose-driven logistics to ethical budget control.</p> <p>Topics covered:</p> <ul style="list-style-type: none"> Accessibility, inclusion, environmental impact Supplier ethics and community partnership Budgeting techniques for CR&S: transparency, lifecycle costing, ROI vs impact <p>Tools introduced: budget templates, sustainability checklists.</p> <p>Learning Outcome: 3</p>
7	Negotiation and Collaboration in CR&S Projects	<p>7/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>This session focuses on interpersonal and strategic negotiation skills for collaborative CR&S work.</p> <p>Discussion points:</p> <ul style="list-style-type: none"> Internal negotiation: securing internal buy-in for CR&S goals External negotiation: partnership agreements with NGOs, sponsors, suppliers Barriers: conflicting values, limited resources, reputational risk <p>Techniques introduced: BATNA (Best Alternative to a Negotiated Agreement), interest-based negotiation.</p>

			Learning Outcome: 3, 4
8	Using Data and Digital Tools in CR&S Project Work	8/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>This session covers data handling and digital tools used to support CR&S projects and ensure accountability.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Collecting, storing, and protecting project data (GDPR-aware) • Differentiating quantitative vs qualitative data for CR&S • Reporting on impact using scorecards and dashboards <p>Digital tools introduced: Excel for budget/KPIs, Trello/MS Project, Google Forms for feedback.</p> <p>Learning Outcome: 3, 4</p>
9	Planning and Delivering CR&S Projects	9/12 Lecture: 4 hours Tutorial: 1 hour Private study: 7 hours	<p>1. Project Planning Tools and Techniques</p> <ul style="list-style-type: none"> • Gantt charts: Introduce how to sequence tasks over time with milestones and dependencies. • Work Breakdown Structure (WBS): Teach learners how to break a project into manageable components.

			<ul style="list-style-type: none"> • Critical Path Method: Explain how to identify the minimum time needed to complete a project and which tasks are critical. <p>2. Resource and Budget Management</p> <ul style="list-style-type: none"> • Assigning team roles and responsibilities • Estimating resources (time, labour, materials) • Aligning tasks to budget constraints • Use of templates or software (e.g., Excel, Trello, MS Project) <p>3. Contractual and Compliance Considerations</p> <ul style="list-style-type: none"> • Overview of what a basic contract might include in a CR&S project • Key delivery obligations (timelines, outputs, ethical procurement) • Discuss how to keep delivery aligned with internal or external requirements <p>4. Delivery Readiness</p> <ul style="list-style-type: none"> • Risk planning and contingency measures • Communication flows and documentation • Pre-delivery checks (resources, stakeholders informed, logistics) <p>Learning Outcome: 4</p>
10	Balancing Workload and Adding Strategic Value	<p>10/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>This session supports learners in developing reflective practice and strategic thinking to enhance their CR&S project role.</p> <p>Focus areas:</p> <ul style="list-style-type: none"> • Prioritisation tools: Eisenhower Matrix, Kanban boards

			<ul style="list-style-type: none"> Balancing personal workload and team responsibilities Innovation in CR&S: community value, environmental legacy, reputational advantage <p>Learning Outcome: 4</p>
11	Stakeholder Relationships and Final Delivery	11/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>This session helps learners develop the communication and interpersonal skills necessary to close out a CR&S project professionally, while maintaining strong stakeholder relationships.</p> <p>It focuses on the importance of closing communications, managing any final tensions or gaps in expectations, and recognising contributions to the project's success.</p> <ul style="list-style-type: none"> Overview of closeout processes, stakeholder mapping at end-phase, and communication strategies Conflict resolution frameworks (e.g., Thomas-Kilmann Conflict Model) <p>Tools introduced:</p> <p>Final Delivery Checklist: A practical step-by-step guide to ensure nothing is missed</p> <ul style="list-style-type: none"> Stakeholder Communication Plan (Closure Stage): Outlines timing, format, and tone of closing communications Conflict Resolution Plan: Strategy for resolving issues that arise in the last stages <p>Learning Outcome: 4</p>
12	Evaluating, Reporting and Presenting Project Outcomes	12/12 Lecture: 4 hours Tutorial: 1 hour	<p>The final session enables learners to critically evaluate project outcomes using performance data, and report results using professional standards.</p> <p>Topics:</p>

		Private study: 3 hours	<ul style="list-style-type: none"> Evidence-based evaluation: outcome vs objective comparison Techniques for presenting findings: charts, dashboards, narrative reports <p>Tools: IT solutions for professional reporting.</p> <p>(Canva, PowerPoint, Excel, Google Slides).</p> <p>Learning Outcome: 5</p>
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Assessment Type

- 100% Written Assessment

References / Reading list

Lock, D. (2020) *Project Management*. 10th edn. London: Routledge.

Newton, R. (2016) *The Project Management Book: How to Manage Your Projects to Deliver Outstanding Results*. 2nd edn. Harlow: Pearson.

Crane, A., Matten, D., Glozer, S. and Spence, L.J. (2019) *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. 5th edn. Oxford: Oxford University Press.

Blowfield, M. and Murray, A. (2019) *Corporate Social Responsibility*. 4th edn. Oxford: Oxford University Press.

Porter, M.E. and Kramer, M.R. (2011) 'Creating Shared Value', *Harvard Business Review*, 89(1/2), pp.62–77.

Freeman, R.E. (1984) *Strategic Management: A Stakeholder Approach*. Boston: Pitman.

Crawford, L., Pollack, J. and England, D. (2006) 'Uncovering the trends in project management: Journal emphases over the last 10 years', *International Journal of Project Management*, 24(2), pp.175–184.

Silvius, A.J.G. and Schipper, R. (2014) 'Sustainability in project management: A literature review and impact analysis', *Social Business*, 4(1), pp.63–96.

Project Management Institute (PMI) (2017) *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 6th edn. Newtown Square: PMI.

MindTools (2024) *Project Management Tools and Templates*. [online] Available at: https://www.mindtools.com/pages/main/newMN_PPM.htm [Accessed 8 June 2025].

3. Corporate Responsibility within Sustainable Business (CRSB 1.00)

Module overview

This unit introduces learners to the core principles and practices of Corporate Responsibility (CR) and sustainable business. It explores the evolving role of CR in addressing ethical, social, and environmental challenges while supporting organisational performance and stakeholder expectations. Learners will analyse key frameworks, governance structures, and sector-specific influences on CR&S (Corporate Responsibility & Sustainability) and critically assess how these concepts can be integrated into business strategy and operations. The unit combines theoretical understanding with applied learning, equipping learners to contribute meaningfully to CR&S initiatives and to evaluate their impact within diverse organisational contexts.

Title	Corporate Responsibility Within Sustainable Business
Unit reference number	F/651/7885
Credits	10
Level	4
Type	Core

Guided Learning Hours	60	Total Qualification Time	100 hours
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Analyse the concept of Corporate Responsibility (CR) and its relevance in modern business contexts	1.1. Analyse the development of Corporate Responsibility (CR) and how it relates to business ethics, governance, and accountability 1.2. Evaluate the key drivers for CR adoption, including regulatory, reputational, competitive, and stakeholder pressures

	<p>1.3. Assess the role and influence of internal and external stakeholders in shaping CR priorities and practices</p> <p>1.4. Compare different frameworks and approaches to Corporate Responsibility used across sectors and regions</p>
<p>2. Evaluate the concept of sustainable business and its implications for long-term value creation</p>	<p>2.1. Evaluate how sustainability is conceptualised in business</p> <p>2.2. Analyse the tensions between short-term profit objectives and long-term sustainability goals</p> <p>2.3. Assess the global, national, and local challenges influencing sustainability in business</p> <p>2.4. Critically assess the potential organisational benefits and challenges of embedding sustainability into strategy and operations</p>
<p>3. Principles of Corporate Responsibility & Sustainability in business</p>	<p>3.1. Evaluate how the positioning of the CR&S function within an organisation's governance structure can influence its effectiveness</p> <p>3.2. Analyse how environmental, social, and governance agendas impact CR&S delivery and decision-making in different sectors</p> <p>3.3. Assess how sector-specific legislation, guidance, and best practice shape CR&S strategic priorities and actions</p> <p>3.4. Explain potential CR&S data sources from organisational, sectoral, and stakeholder perspectives, and evaluate their reliability and relevance</p> <p>3.5. Explain the principles of risk management and assess how risks are identified, monitored, and mitigated in CR&S contexts</p> <p>3.6. Describe horizon scanning techniques and how they support ongoing CR&S strategy development and risk identification</p> <p>3.7. Analyse ways to develop a strategy to manage the social, environmental and ethical risks and opportunities within business</p> <p>3.8. Evaluate different quality assurance techniques for monitoring the delivery of CR&S work</p>

<p>4. Apply techniques to develop, implement, and monitor a CR&S strategy that aligns with organisational objectives and stakeholder expectations</p>	<p>4.1. Draft a CR&S strategy that addresses environmental, social, and ethical risks and opportunities</p> <p>4.2. Contribute to external reporting on CR&S strategy and delivery, ensuring alignment with industry and legislative requirements</p> <p>4.3. Quality assure learners own and others' contributions to CR&S work</p> <p>4.4. Recommend appropriate external engagement opportunities, articulating potential mutual benefits and associated risks</p> <p>4.5. Research and share emerging CR&S best practices, recommending improvements</p> <p>4.6. Identify CR&S-related opportunities and threats</p> <p>4.7. Actively champion CR&S values, contributing to the wider embedding of sustainability and ethical responsibility in organisational culture</p> <p>4.8. Support learning and engagement in CR&S practices</p>
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Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Origins and Foundations of Corporate Responsibility	1/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	This session introduces the concept of Corporate Responsibility (CR), tracing its evolution from philanthropy to an integrated strategic concern. Learners will analyse how CR links to ethics, governance, and accountability, and evaluate key adoption drivers such as legal obligations (e.g., the UK Companies

			<p>Act 2006), reputation management, and stakeholder influence.</p> <p>Theoretical foundations include:</p> <p>Milton Friedman’s Shareholder Theory and Edward Freeman’s Stakeholder Theory.</p> <p>Historical Milestones:</p> <ul style="list-style-type: none"> • Pre-20th century: Business philanthropy (e.g., Quaker-led companies, Cadbury model village). • 1950s–70s: Emergence of social expectations → Howard Bowen’s “Social Responsibilities of the Businessman” (1953). • 1980s–90s: Globalisation and corporate scandals → demand for accountability. • 2000s–present: Integration of CR into strategic planning, risk management, and ESG performance. <p>CR’s Expanding Scope:</p> <ul style="list-style-type: none"> • From reactive PR to proactive business model transformation • Environmental, social, and governance dimensions • Influence of globalisation, digital transparency, and climate activism <p>Drivers for CR Adoption</p> <p>External Drivers:</p>
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			<ul style="list-style-type: none"> • Legal obligations (e.g., Modern Slavery Act, gender pay reporting, Companies Act) • Investor and regulatory pressure • NGO activism and media scrutiny • Consumer demand for ethical products <p>Internal Drivers:</p> <ul style="list-style-type: none"> • Corporate values and mission • Desire to build trust and competitive advantage • Risk management (e.g., supply chain disruptions) • Talent attraction and retention (especially among Gen Z and Millennials) <p>Learning Outcome: 1.1, 1.2</p>
2	Stakeholders and Corporate Responsibility Models	<p>2/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners will assess how internal and external stakeholders influence CR practices, applying the Stakeholder Salience Model to prioritise stakeholder interests.</p> <p>The session compares several CR frameworks:</p> <ul style="list-style-type: none"> • Carroll’s CSR Pyramid • ISO 26000 • The Triple Bottom Line (Elkington) • The UN Global Compact <p>Learning Outcome: 1.3, 1.4</p>

3	Sustainable Business Thinking	<p>3/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>This session defines sustainability within a business context, introducing Systems Thinking as a conceptual tool.</p> <p>Learners analyse the tension between short-term profitability and long-term sustainability, exploring how this shapes strategic decision-making.</p> <p>Real world case studies will be analysed and evaluated with a focus on sustainable goals.</p> <p>Learning Outcome: 2.1, 2,2</p>
4	Sustainability Challenges and Organisational Responses	<p>4/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learners examine macro-level sustainability challenges including:</p> <ul style="list-style-type: none"> • climate change • social inequality • biodiversity loss. <p>The UN Sustainable Development Goals (SDGs) are introduced, along with national responses like the UK Net Zero Strategy.</p> <p>Learners will critically assess the organisational benefits:</p> <ul style="list-style-type: none"> • Innovation • Resilience and challenges • Strategic alignment • Leadership commitment • Short v long term thinking • Resistance • Resource constraints

			of embedding sustainability. Learning Outcome: 2.3, 2.4
5	Governance and ESG in CR&S Strategy	5/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>Focus is placed on how CR&S is integrated into governance structures and decision-making.</p> <p>Learners evaluate how board structures, dedicated CR roles, and ESG (Environmental, Social, Governance) criteria influence effectiveness.</p> <p>ESG is compared with traditional CSR to understand sector-specific applications.</p> <ul style="list-style-type: none"> • Definition and purpose of corporate governance in a sustainability context. • Typical governance models: centralised vs decentralised CR&S oversight. • The role of boards, board committees, and executive sponsors in overseeing CR&S. • Emerging roles: Chief Sustainability Officer (CSO), Head of ESG, ESG taskforces. • Influence of reporting lines: whether CR&S reports into operations, marketing, HR, or directly to the CEO/Board. <p>ESG explained:</p> <ul style="list-style-type: none"> • Environmental: emissions, energy, waste, water, biodiversity

			<ul style="list-style-type: none"> • Social: labour practices, D&I, human rights, community impact • Governance: board diversity, executive pay, ethics, transparency • Use of ESG ratings by investors, and how this drives CR&S work. <p>Learning Outcome: 3.1, 3.2</p>
6	Sector Legislation and Best Practice in CR&S	<p>6/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Regulatory Drivers of CR&S</p> <ul style="list-style-type: none"> • Definition and purpose of regulation in the CR&S landscape. • The difference between mandatory legislation (compliance-based) and voluntary codes (best practice and reputational). <p>Examples of key legislation:</p> <ul style="list-style-type: none"> • Modern Slavery Act (UK) <ul style="list-style-type: none"> ○ Applies to companies with turnover over £36m. ○ Requires public statements on supply chain transparency and efforts to prevent forced labour. • Companies Act 2006 (Section 172) <ul style="list-style-type: none"> ○ Requires directors to consider the impact of business decisions on stakeholders and the environment. • Environment Act 2021 (UK) <ul style="list-style-type: none"> ○ Addresses air and water quality, waste reduction, and biodiversity.

			<ul style="list-style-type: none"> • EU Corporate Sustainability Reporting Directive (CSRD) <ul style="list-style-type: none"> ○ Expands reporting duties to include broader ESG disclosures. <p>Environmental Standards and Protocols</p> <ul style="list-style-type: none"> • GHG Protocol (Greenhouse Gas Protocol): <ul style="list-style-type: none"> ○ Widely used standard for measuring and reporting greenhouse gas emissions (Scopes 1, 2, and 3). • ISO 14001 Environmental Management Standard: <ul style="list-style-type: none"> ○ Voluntary certification for managing environmental responsibilities. <p>Learning Outcome: 3.3</p>
7	Data-Driven CR&S and Risk Management	<p>7/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Understanding CR&S Data Sources</p> <p>Learners explore a range of quantitative and qualitative data sources that organisations rely on to monitor and improve CR&S performance. Categories include:</p> <ul style="list-style-type: none"> • Internal data sources: <ul style="list-style-type: none"> ○ Environmental KPIs (e.g., carbon emissions, water use, waste diversion rates) ○ HR metrics (e.g., diversity and inclusion stats, turnover) ○ Audit and compliance reports (e.g., ethical sourcing, health & safety audits)

			<ul style="list-style-type: none"> ○ Internal surveys (e.g., employee engagement on sustainability) ● External and stakeholder data sources: <ul style="list-style-type: none"> ○ Stakeholder consultation feedback (e.g., customer surveys, NGO reports) ○ Ratings agencies (e.g., MSCI ESG scores, CDP disclosures) ○ Voluntary disclosure platforms (e.g., GRI, SASB) ○ Media and public reputation monitoring <p>Reliability Considerations:</p> <ul style="list-style-type: none"> ● Verifiability: is the data independently audited or self-reported? ● Timeliness: how current is the data? ● Relevance: does the data align with material CR&S issues? ● Bias: is the data influenced by vested interests (e.g. PR-driven reporting)? <p>Foundational principles of risk management as applied to sustainability and responsibility contexts.</p> <ul style="list-style-type: none"> ● Definitions: <ul style="list-style-type: none"> ○ Risk = the effect of uncertainty on objectives ○ Types of risks: environmental (e.g., flooding), social (e.g., labour disputes), reputational (e.g.,
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			<p>greenwashing claims), ethical (e.g., data privacy breaches)</p> <p>The Risk Management Cycle:</p> <ul style="list-style-type: none"> • Identify • Assess (likelihood x impact) • Prioritise • Respond (avoid, transfer, mitigate, accept) • Monitor and review <p>CR&S Risk Categories:</p> <ul style="list-style-type: none"> • Strategic (e.g., failure to meet climate targets) • Compliance (e.g., breach of human rights legislation) • Operational (e.g., supply chain disruption due to drought or strike) <p>Learning Outcome: 3.4, 3.5</p>
8	Strategic Foresight and Opportunity Management	<p>8/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Definition: Strategic foresight is a future-oriented discipline used to anticipate and prepare for potential developments and disruptions.</p> <p>Application to CR&S: Helps organisations stay ahead of regulatory, environmental, ethical, and market trends that could impact their sustainability goals.</p> <p>Why It Matters in CR&S:</p> <ul style="list-style-type: none"> • Sustainability is inherently long-term and dynamic — foresight enables proactive (rather than reactive) action. • Social and environmental risks are often uncertain and

			<p>interdependent (e.g., climate migration, AI and ethics).</p> <p>Horizon Scanning Techniques:</p> <p>Horizon scanning involves gathering intelligence about future trends, signals, and emerging issues. Learners are introduced to:</p> <ul style="list-style-type: none"> • PESTLE Analysis: <ul style="list-style-type: none"> ○ Examines Political, Economic, Social, Technological, Legal, and Environmental drivers of change. ○ Used to explore macro-level risks and opportunities in sustainability contexts. • STEEPLE Analysis: <ul style="list-style-type: none"> ○ Extension of PESTLE with Ethical considerations added — critical in CR&S. ○ Helps assess value conflicts, cultural sensitivities, or reputational concerns. • Scenario Planning: <ul style="list-style-type: none"> ○ Builds structured, plausible future narratives based on different combinations of drivers. ○ Encourages flexible strategic thinking and contingency planning. • Trend Spotting and Weak Signals: <ul style="list-style-type: none"> ○ Learners explore how to identify “early signals” of change (e.g., rising
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			<p>youth climate activism, increasing water scarcity).</p> <p>How CR&S teams turn horizon scanning outputs into actionable insights.</p> <p>Integrating foresight into CR&S risk registers and board reporting.</p> <p>Prioritisation techniques: issue ranking based on likelihood, impact, and stakeholder concern.</p> <p>Learning Outcome: 3.6, 3.7</p>
9	Measuring, Monitoring and Quality Assurance	<p>9/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>CR&S credibility depends on transparent performance measurement, not just good intentions.</p> <ul style="list-style-type: none"> • External stakeholders (investors, regulators, NGOs) increasingly demand robust metrics and third-party assurance. • Without monitoring, sustainability efforts risk becoming performative or misleading (greenwashing). • Definition and Characteristics of Good KPIs: SMART (Specific, Measurable, Achievable, Relevant, Time-bound) • Types of CR&S KPIs: <ul style="list-style-type: none"> ○ Environmental: CO₂ emissions, water use, energy intensity, waste diversion ○ Social: gender pay gap, labour rights compliance, staff wellbeing, turnover

			<ul style="list-style-type: none"> ○ Governance: whistleblowing reports resolved, board diversity, ethics training completion <p>Learners are introduced to and critically evaluate major sustainability reporting frameworks:</p> <ul style="list-style-type: none"> ● Global Reporting Initiative (GRI): <ul style="list-style-type: none"> ○ Most widely used; focuses on stakeholder relevance and transparency across ESG areas. ○ Includes universal, sector, and topic-specific standards. ● CDP (formerly Carbon Disclosure Project): <ul style="list-style-type: none"> ○ Specialises in climate-related disclosures (GHG emissions, deforestation, water security). ○ Uses scoring to benchmark organisations. ● SASB (Sustainability Accounting Standards Board): <ul style="list-style-type: none"> ○ Emphasises materiality for investors; tailored to 77 industry standards. ○ Common in the U.S. and financial services sector. ● Integrated Reporting (<IR>): <ul style="list-style-type: none"> ○ Combines financial and non-financial performance in one report.
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			<ul style="list-style-type: none"> ○ Aligns with long-term value creation models. <p>Comparison Considerations:</p> <ul style="list-style-type: none"> ● Voluntary vs mandatory use ● Stakeholder vs investor focus ● Qualitative vs quantitative emphasis ● Compatibility with legal frameworks (e.g., EU CSRD) ● Internal QA Tools: <ul style="list-style-type: none"> ○ Internal audits, management reviews, KPI dashboards ○ Sustainability scorecards and reporting templates ○ Peer review of CR&S strategy and outcomes ● External Assurance Practices: <ul style="list-style-type: none"> ○ Independent verification of CR&S data (e.g., by auditors or certification bodies) ○ Third-party validation for reports (e.g., "limited" or "reasonable" assurance statements) ● Continuous Improvement Tools: <ul style="list-style-type: none"> ○ Plan–Do–Check–Act (PDCA) cycle ○ Root cause analysis and corrective action plans ○ Benchmarking against sector peers or international best practice <p>Learning Outcome: 3.8</p>
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10	Strategy Development and Alignment	<p>10/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 7 hours</p>	<ul style="list-style-type: none"> • A CR&S strategy is a structured plan that sets out an organisation’s intentions, goals, actions, and metrics for addressing its ethical, social, and environmental responsibilities. • Key elements include: <ul style="list-style-type: none"> ○ Vision and sustainability goals ○ Strategic objectives ○ Activities and timelines ○ Measurable outcomes (KPIs) ○ Governance and accountability ○ Stakeholder alignment <p>Relevance: A good strategy provides clarity, direction, and measurable progress. It demonstrates to stakeholders — including investors, employees, communities, and regulators — that the organisation takes CR&S seriously and systematically.</p> <p><i>Strategic Planning Tools for CR&S</i></p> <p>a. Logic Models</p> <ul style="list-style-type: none"> • Framework: Inputs → Activities → Outputs → Outcomes → Impact • Helps visualise the relationship between resources, actions, and long-term change. • Encourages backwards planning from desired sustainability outcomes. <p>b. Theory of Change (ToC)</p> <ul style="list-style-type: none"> • Focuses on cause-effect pathways and assumptions behind the strategy.
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			<ul style="list-style-type: none"> • Asks: “What change are we aiming to create, and how will we get there?” • Emphasises stakeholder needs, structural barriers, and critical enablers. <p>c. Materiality Assessment (reviewed)</p> <ul style="list-style-type: none"> • Used to prioritise issues that matter most to the business and its stakeholders. • Often used to focus strategy on key risks/opportunities (e.g. carbon, diversity, ethical sourcing). <p><i>Identifying CR&S-Related Risks and Opportunities</i></p> <p>Types of Risks:</p> <ul style="list-style-type: none"> • Environmental: e.g., climate change, resource scarcity • Social: e.g., labour exploitation, reputational backlash • Ethical: e.g., corruption, data misuse <p>Types of Opportunities:</p> <ul style="list-style-type: none"> • Green innovation, product differentiation, access to ethical investment, employee engagement, compliance leadership <p>Tools:</p> <ul style="list-style-type: none"> • SWOT or TOWS matrix • Risk register or heat map • Opportunity ranking grid <p><i>Learning Outcome: 4.1, 4.6</i></p>
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<p>11</p>	<p>Reporting, Partnerships, and External Engagement</p>	<p>11/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>CR&S External Reporting</p> <p>Purpose and Audience:</p> <ul style="list-style-type: none"> • Communicate sustainability progress to investors, regulators, customers, and civil society. • Build trust, accountability, and competitive advantage. <p>Key Reporting Frameworks:</p> <ul style="list-style-type: none"> • GRI (Global Reporting Initiative): Stakeholder-focused, broad ESG topics, global adoption. • SASB (Sustainability Accounting Standards Board): Industry-specific metrics focused on financial materiality for investors. • TCFD (Task Force on Climate-related Financial Disclosures): Climate risk governance and strategy reporting. • Integrated Reporting (<IR>): Combines financial and non-financial data to reflect value creation. <p>Elements of a Good Report:</p> <ul style="list-style-type: none"> • Materiality-based content • KPIs with clear baselines and targets • Stakeholder voices and case examples • Independent assurance of selected disclosures • Clear visual communication (infographics, dashboards) <p>Types of Engagement:</p>
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			<ul style="list-style-type: none"> • Consultations (focus groups, surveys, listening sessions) • Collaborative initiatives (e.g. roundtables, multi-stakeholder platforms) • Reporting and feedback loops (e.g. annual sustainability dialogues) <p>Benefits:</p> <ul style="list-style-type: none"> • Builds legitimacy and social license to operate • Provides new insights and innovations • Improves risk awareness and transparency <p>Risks:</p> <ul style="list-style-type: none"> • Misaligned interests or values • Reputational damage if seen as tokenistic • Complex governance and accountability <p>Learning Outcome: 4.2, 4.4, 4.5</p>
12	Leadership, Learning and Culture Change in CR&S	<p>12/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>Learning, Engagement, and Behaviour Change</p> <p>Why engagement matters:</p> <ul style="list-style-type: none"> • CR&S is everyone’s responsibility — learning builds commitment • Without internal buy-in, external CR&S efforts risk being seen as insincere or superficial <p>Engagement Strategies:</p> <ul style="list-style-type: none"> • Sustainability onboarding sessions • Peer-led workshops or campaigns

			<ul style="list-style-type: none"> • Gamification (e.g., carbon challenges, zero waste days) • Internal communications (e.g., intranet articles, success stories) <p>Learning Techniques:</p> <ul style="list-style-type: none"> • Formal: eLearning modules, sustainability training plans • Informal: lunch & learns, mentoring, storytelling • Reflective practice: logs, feedback, peer assessments <p>Quality Assurance in Practice</p> <ul style="list-style-type: none"> • Monitoring individual and team contributions to CR&S • Peer review, reflective evaluation, 360-degree feedback • Evidence-based improvement (using feedback, data, KPIs) • Alignment with organisational goals and external reporting expectations <p>CR&S and Organisational Culture</p> <ul style="list-style-type: none"> • What is organisational culture? (shared values, assumptions, behaviours) • The difference between “compliance culture” and “values-driven culture” • How culture impacts whether CR&S strategies succeed or fail • The role of HR, onboarding, comms, and leadership in culture change
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			Learning Outcome: 4.3, 4.7, 4.8
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Assessment Type
<ul style="list-style-type: none"> • 100% Written Assessment

References / Reading list
<p>Crane, A., Matten, D., Glozer, S. and Spence, L.J. (2019) <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization</i>. 5th edn. Oxford: Oxford University Press.</p> <p>Blowfield, M. and Murray, A. (2019) <i>Corporate Social Responsibility</i>. 4th edn. Oxford: Oxford University Press.</p> <p>Moon, J. (2014) <i>Corporate Social Responsibility: A Very Short Introduction</i>. Oxford: Oxford University Press.</p> <p>Global Reporting Initiative (GRI) (2021) <i>GRI Standards</i>. [online] Available at: https://www.globalreporting.org/standards/ [Accessed 8 Jun 2025].</p> <p>World Economic Forum (WEF) (2023) <i>Global Risks Report 2023</i>. [online] Available at: https://www.weforum.org [Accessed 8 Jun 2025].</p> <p>Unerman, J. and Chapman, C.S. (2014) 'Academic contributions to enhancing accounting for sustainable development', <i>Accounting, Organizations and Society</i>, 39(6), pp.385–394.</p> <p>Microsoft (2020) <i>Microsoft Sustainability: Carbon Negative by 2030</i>. [online] Available at: https://blogs.microsoft.com [Accessed 8 Jun 2025].</p> <p>Interface (2021) <i>Sustainability Highlights and the Net-Works Partnership</i>. [online] Available at: https://www.interface.com [Accessed 8 Jun 2025]</p>

4. Understanding Business Finance (UBF 1.00)

Module overview

Understanding Business Finance is designed for those people seeking to advance their career in the financial sector. This course focuses on developing advanced skills in areas such as financial analysis, strategic planning, and risk management. It is ideal for individuals looking to enhance their knowledge and expertise in business finance.

It provides a comprehensive overview of the legal frameworks that govern business operations, ensuring that learners can navigate legal issues in a practical, informed manner. Whether students are preparing for careers in business, law, or management, understanding business law is critical for ensuring compliance, minimising risks, and maintaining ethical and legal business practices.

Title	Understanding Business Finance
Unit reference number	H/651/7886
Credits	20
Level	4
Type	Core

Guided Learning Hours	72 hours	Total Qualification Time	200 hours
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Be able to assess business finance	1.1 Define business finance 1.2 Assess the key aspects of business finance 1.3 Critically assess the key aspects of business finance

<p>2. Be able to analyse the key skills and competencies required to lead and manage in the organisational and financial environment.</p>	<p>2.1 Explain the key skills and competencies required to lead and manage in a financial environment</p> <p>2.2 Analyse the requirement for the range of skills and competencies required to lead in a financial environment</p> <p>2.3 Critically analyse the requirement for the skills and competencies required to lead in a financial environment</p>
<p>3. Be able to evaluate the interrelated contributions of the key business functions</p>	<p>3.1 Define the contributions of other key business functions related to finance</p> <p>3.2 Evaluate the relationship of these key business functions</p> <p>3.3 Critically compare the relationship of the interrelated contributions of the key business functions</p>
<p>4. Be able to analyse business and financial data (qualitative and quantitative).</p>	<p>4.1 Describe a range of qualitative and quantitative business and financial data</p> <p>4.2 Analyse quantitative business and financial data</p> <p>4.3 Critically assess the application of quantitative business and financial data</p>
<p>5. Be able to assess academic theories and principles to a range of business and financial contexts, challenges, and situations.</p>	<p>5.1 Explain the range of academic theories and principles used to support financial contexts</p> <p>5.2 Assess the range of academic theories and principles used to support both business and financial contexts</p> <p>5.3 Critically assess the range of academic theories and principles used to support both business and financial contexts</p>

<p>6. Be able to assess the importance of corporate social responsibility, global citizenship, and risk management in contemporary business and financial management.</p>	<p>6.1 Explain corporate social responsibility, global citizenship and risk management that affects business and finance</p> <p>6.2 Assess the importance of corporate social responsibility, global citizenship and risk management in business and finance</p> <p>6.3 Critically assess the importance of corporate social responsibility, global citizenship and risk management in business and finance</p>
<p>7. Be able to assess a range of accounting and financial techniques and frameworks to real world business situations.</p>	<p>7.1 Describe a range of appropriate accounting and financial techniques and frameworks to business situations</p> <p>7.2 Assess a range of appropriate accounting and financial techniques and frameworks to business situations</p> <p>7.3 Critically compare a range of appropriate accounting and financial techniques and frameworks to business situations</p>
<p>8. Be able to evaluate the various ways that business may be financed.</p>	<p>8.1 Describe various ways that a business may be financed</p> <p>8.2 Evaluate the appropriateness of the various ways that a business may be financed</p> <p>8.3 Analyse the principles of corporate responsibility and sustainability fundraising</p> <p>8.4 Identify and deliver initiatives that may raise funds for Corporate Responsibility and Sustainability projects</p>

Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Business finance	1/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	Business finance <ul style="list-style-type: none"> Define business finance Purpose of business finance Components of business finance Importance of business finance <p>Learning Outcome: 1</p>
2	The key skills and competencies required to lead and manage in the organisational and financial environment	2/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	The key skills and competencies required to lead and manage in the organisational and financial environment <ul style="list-style-type: none"> Define the key skills, competencies and behaviours required to lead and manage in an organisation Define the key skills, competencies and behaviours required to lead and manage in a financial environment The requirement for the skills, competencies and behaviours <p>Learning Outcome: 2</p>
3	The interrelated contributions of the key business functions	3/12 Lectures: 3 hrs Tutorials: 3 hrs	The interrelated contributions of the key business functions <ul style="list-style-type: none"> Other key functions related to the finance function within an organisation

		Private study: 10 hrs	<ul style="list-style-type: none"> • The interrelationship of the key business functions • The requirement for each of these functions to the finance function • The dependency of each function with finance <p>Learning Outcome: 3</p>
4	Business and financial data (qualitative and quantitative I)	4/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	<p>Business and financial data (qualitative and quantitative)</p> <ul style="list-style-type: none"> • Defining financial information required to managing finance • Explaining financial information required to managing finance • Calculating financial information required in business finance <p>Learning Outcome: 4</p>
5	Business and financial data (qualitative and quantitative) II	5/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	<p>Business and financial data (qualitative and quantitative)</p> <ul style="list-style-type: none"> • Explaining business financial information, including performance • Assess the outcomes of data calculated • Explain business qualitative information • Application of qualitative and quantitative information <p>Learning Outcome: 4</p>

6	Academic theories and principles to a range of business and financial contexts, challenges and situations	6/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	Academic theories and principles to a range of business and financial contexts, challenges and situations <ul style="list-style-type: none"> • Define business and financial contexts • Define business and financial challenges • Define business and financial situations • Theories to a range of business and financial contexts, challenges and situations • Principles to a range of business and financial contexts, challenges and situations <p>Learning Outcome: 5</p>
7	The importance of corporate social responsibility, global citizenship, and risk management in contemporary business and financial management.	7/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	The importance of corporate social responsibility, global citizenship, and risk management in contemporary business and financial management <ul style="list-style-type: none"> • What is corporate social responsibility • What is global citizenship • What is risk management • Explain CSR, global citizenship and risk management in business and financial management • Why is CSR, global citizenship and risk management in business and

			<p>financial management important to business and finance</p> <p>Learning Outcome: 6</p>
8	A range of accounting and financial techniques and frameworks to real world business situations	<p>8/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 11 hrs</p>	<p>A range of accounting and financial techniques and frameworks to real world business situations</p> <ul style="list-style-type: none"> Accounting techniques required for real business situations Financial techniques required for real business situations Accounting frameworks required for real business situations Financial frameworks required for real business situations <p>Learning Outcome: 7</p>
9	A range of accounting and financial techniques and frameworks to real world business situations	<p>9/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 11 hrs</p>	<p>A range of accounting and financial techniques and frameworks to real world business situations</p> <ul style="list-style-type: none"> Calculate a range of appropriate accounting and financial techniques and frameworks to business situation Assess a range of appropriate accounting and financial techniques and

			<p>frameworks to business situation</p> <p>Learning Outcome: 7</p>
10	The various ways that business may be financed	<p>10/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 11 hrs</p>	<p><i>The various ways that business may be financed</i></p> <ul style="list-style-type: none"> • Ways to finance a business • Pros and cons of the methods to finance a business • Why does a business need to be financed • Principles of corporate responsibility and sustainability fundraising <p>Ethical and transparent fundraising</p> <p>Aligning fundraising with corporate values and mission</p> <p>Stakeholder engagement/Community Involvement</p> <p>Inclusive and diverse fundraising methods</p> <ul style="list-style-type: none"> • Examples of initiatives that may raise funds for Corporate Responsibility and Sustainability projects <p>Corporate sponsorship/Partnership</p> <p>Crowdfunding campaigns</p> <p>Employee engagement/workplace giving</p> <p>Charity Auctions</p> <p>Recycling initiatives</p>

			Learning Outcome: 8
11	Student Preparation to consider how to understand business finance	11/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	Self-directed student time either individually or in groups to consider how to understand business finance Areas to consider in developing and understanding business finance Current threats and challenges alongside opportunities when understanding business finance Learning Outcome: 1-8
12	Assessment preparation	12/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	Review of course content to prepare students for assessment Learning Outcome: 1-8

Assessment Type

- 100% Written assessment

References / Reading list

McLaney, E.J., 2000. *Business Finance: Theory and Practice*. 5th ed. Harlow: Financial Times Prentice Hall.

Cinnamon, B. and Helweg-Larson , B. (2010). *How to Understand Business Finance: Understand the Business Cycle; Manage Your Assets; Measure Business Performance*. Second ed. Kogan Page Publishers.

Brigham, E. F., & Ehrhardt, M. C. (2016) *Financial Management: Theory & Practice*. 15th ed. Boston: Cengage Learning.

Johnson, R. (2016) 'Financial Decision-Making in Small Businesses: The Role of Financial Planning', *Small Business Finance Review*, 23(2), pp. 67-81. **CFA Institute** (2023) 'CFA Institute Resources for Finance Professionals', *CFA Institute*, [online] Available at: <https://www.cfainstitute.org/>

5. Organisational Culture and Collaboration (OCC 1.00)

Module overview

This module aims to provide learners with an in-depth understanding of organisational culture and its pivotal role in shaping collaboration within teams. It explores how culture influences business practices, employee behaviour, decision-making, and performance. By examining various cultural models, leadership practices, and conflict management strategies, learners will develop the skills to assess and enhance collaboration in diverse organisational contexts.

Students will:

- Develop the ability to critically analyse cultural dynamics in different organisational settings
- Evaluate the role of leadership and organisational culture in creating high-performing, collaborative teams.
- Apply knowledge of cultural frameworks to diagnose and improve collaboration in complex team environments.
- Gain skills to navigate and influence cultural change that enhances organisational effectiveness.

Title	Organisational Culture and Collaboration
Unit reference number	J/651/7887
Credits	10
Level	4
Type	Core

Guided Learning Hours	60	Total Qualification Time	100 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Analyse the concept of organisational culture.	1.1 Analyse the key components of organisational culture and their role in shaping business practices

	<ul style="list-style-type: none"> 1.2 Evaluate the different types of organisational culture and their impact on organisations 1.3 Analyse how organisational culture influences employee behaviour, decision-making, and organisational values 1.4 Evaluate the impact of organisational culture on business performance and outcomes
2. Identify and explore how organisational culture affects team collaboration.	<ul style="list-style-type: none"> 2.1 Analyse the key elements of organisational culture (e.g., shared values, rituals, norms) and their influence on team collaboration 2.2 Evaluate how the alignment of culture and team goals can enhance collaboration and productivity 2.3 Analyse how a strong or weak organisational culture impacts team cohesion and communication 2.4 Evaluate how the cultural environment shapes decision-making, trust, and collaboration within teams 2.5 Evaluate approaches for managing cultural change
3. Analyse the key principles of effective collaboration.	<ul style="list-style-type: none"> 3.1 Analyse the key principles that underpin effective team collaboration 3.2 Evaluate how these principles contribute to team synergy and goal achievement 3.3 Discuss the role of leadership in promoting and maintaining collaboration within teams 3.4 Assess the impact of clear roles and responsibilities on team collaboration and outcomes 3.5 Analyse different techniques for managing and influencing stakeholder relationships 3.6 Analyse techniques to recognise strength and weaknesses across teams and across the organisation
4. Analyse the impact of conflict on team collaboration in culturally diverse teams.	<ul style="list-style-type: none"> 4.1 Analyse the types of conflict that arise in culturally diverse teams 4.2 Evaluate how cultural differences influence conflict dynamics 4.3 Discuss strategies for managing conflict in culturally diverse teams to promote collaboration 4.4 Assess the role of leadership in resolving conflict and maintaining team cohesion

Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Key components of organisational culture	1/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>Components of organisational culture, including shared values, norms, rituals, and symbols.</p> <p>Learners will examine how these components shape business practices and influence employee behaviour, decision-making, and organisational values.</p> <p>To include:</p> <p>Edgar Schein's model of organisational culture: artifacts (visible symbols and practices), espoused values (stated norms and strategies), and basic underlying assumptions (deeply embedded beliefs).</p> <p>How shared values, stories, rituals, and symbols communicate organisational identity and influence the daily behaviours of employees.</p> <p>Learning Outcomes: 1</p>
2	Different types of organisational culture and their impact	2/12 Lecture: 4 hours Tutorial: 1 hour	Types of organisational culture (e.g., clan, adhocracy, market, and hierarchy) and evaluates their impact on the organisation's performance, innovation, and employee engagement.

		Private study: 3 hours	<p>To include:</p> <p>Competing Values Framework (CVF) by Cameron and Quinn, outlining four culture types—Clan, Adhocracy, Market, and Hierarchy.</p> <p>Learners will analyse how each type supports or hinders innovation, flexibility, employee engagement, and business outcomes.</p> <p>Learning Outcomes: 1</p>
3	Organisational culture and employee behaviour	<p>3/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>The relationship between organisational culture and employee behaviour, decision-making processes, and how values within the culture shape day-to-day activities. It will also address the role culture plays in fostering or hindering organisational change.</p> <p>To include:</p> <p>How organisational culture informs ethical frameworks using Hofstede's Cultural Dimensions and Deal & Kennedy's cultural model.</p> <p>Learners will assess how culture influences risk-taking, communication styles, and acceptance of change.</p> <p>Learning Outcomes: 1, 2</p>

4	Aligning culture with team goals to enhance collaboration	<p>4/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>The alignment of organisational culture with team goals, focusing on how this alignment can enhance collaboration and productivity. The topic also explores how a strong or weak culture impacts team communication and cohesion.</p> <p>To include:</p> <p>McKinsey 7S Framework - learners will explore how alignment between shared values and strategy, structure, and staff enhances teamwork and performance.</p> <p>The session will differentiate between strong cultures (high integration and clarity) and weak cultures (inconsistency, low trust), exploring their effects on team dynamics, cohesion, and performance management.</p> <p>Learning Outcomes: 2</p>
5	Cultural environment and decision-making in teams	<p>5/12</p> <p>Lecture: 4 hours Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>How the cultural environment influences decision-making, trust, and collaboration within teams.</p> <p>It focuses on decision-making processes in culturally diverse teams and the impact on team effectiveness.</p> <p>To include:</p> <p>Practical strategies for managing cultural change - including Kotter's 8-Step Change Model, with emphasis on inclusive communication and stakeholder engagement.</p> <p>Learning Outcomes: 2</p>
6	Principles of effective team collaboration	<p>6/12</p> <p>Lecture: 4 hours</p>	<p>Essential principles of team collaboration, including trust, open communication, role clarity, and shared goals.</p>

		Tutorial: 1 hour Private study: 3 hours	<p>Learners will also evaluate how these principles contribute to team synergy and goal achievement.</p> <p>To include:</p> <p>Belbin's Team Roles and Tuckman's Stages of Group Development - learners will examine how shared vision, mutual respect, and open communication contribute to productive teams.</p> <p>How clarity in roles and objectives fosters accountability and synergy, boosting team morale and performance.</p> <p>Learning Outcomes: 3</p>
7	Leadership and collaboration within teams	7/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>The role of leadership in promoting and maintaining collaboration within teams, focusing on leadership styles, communication, and stakeholder management.</p> <p>The impact of clear roles and responsibilities on collaboration will also be addressed.</p> <p>To include:</p> <p>Transformational Leadership (Bass) and Situational Leadership (Hersey and Blanchard) - to show how different styles influence collaboration. Techniques for stakeholder engagement (Mendelow's Matrix) and SWOT analysis for team capability assessment will also be introduced.</p> <p>Learning Outcomes: 3</p>
8	Conflict in culturally diverse teams	8/12 Lecture: 4 hours	<p>The types of conflict that arise in culturally diverse teams, focusing on cultural</p>

		Tutorial: 1 hour Private study: 3 hours	<p>differences, misunderstandings, and communication issues.</p> <p>To include:</p> <p>Thomas-Kilmann Conflict Mode Instrument (TKI) to understand conflict-handling styles.</p> <p>Emphasis will be placed on the role of cultural misinterpretation in triggering disputes and the importance of cultural sensitivity and awareness in conflict resolution.</p> <p>Learning Outcomes: 4</p>
9	Managing conflict and promoting collaboration in diverse teams	9/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>Strategies for managing conflict in culturally diverse teams, including communication strategies, mediation, and conflict resolution.</p> <p>The role of leadership in resolving conflicts and maintaining cohesion will also be explored.</p> <p>To include:</p> <p>Leadership's role in creating inclusive dialogue, addressing power imbalances, and reinforcing team values will be emphasised through real-world examples.</p> <p>Learning Outcomes: 4</p>
10	Organisational culture and team collaboration	10/12 Lecture: 4 hours Tutorial: 1 hour Private study: 3 hours	<p>How organisational culture directly impacts team collaboration, decision-making, trust, and communication.</p> <p>Learners will evaluate the relationship between culture and team collaboration in various organisational settings.</p> <p>To include:</p> <p>How the foundational elements of organisational culture—such as leadership</p>

			<p>style, communication norms, risk tolerance, and shared values—shape collaborative behaviours and decision-making processes within teams.</p> <p>Hofstede’s Dimensions of Culture – to explore how cultural context affects team trust and power dynamics in decision-making.</p> <p>Learning Outcomes: 2</p>
11	Collaboration and performance in culturally diverse teams	<p>11/12</p> <p>Lecture: 4 hours</p> <p>Tutorial: 1 hour</p> <p>Private study: 3 hours</p>	<p>The relationship between collaboration and performance in culturally diverse teams.</p> <p>Learners will assess how cultural differences can affect team cohesion, communication, and overall performance outcomes.</p> <p>To include:</p> <p>How a strong, inclusive culture promotes psychological safety, open dialogue, and performance, while weak or fragmented cultures often lead to silos, conflict, and poor communication.</p> <p>The role of leadership will be discussed in terms of:</p> <ul style="list-style-type: none"> • Mediating intercultural misunderstandings • Creating shared values • Fostering inclusive communication <p>Learning Outcomes: 2, 4</p>
12	Revision and assignment support	<p>1/12</p> <p>Tutorial: 3 hrs</p>	<p>Revision of topics 1 – 11 to apply to assignment</p> <p>Seek tutorial support if needed</p> <p>Learning Outcomes: 1 – 4</p>

		Private study: 9 hrs	
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Assessment Type

- 100% Assignment

References / Reading list

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations.* Sage Publications.

Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.

Kotter, J. P. (1996). *Leading Change.* Harvard Business Review Press.

Deal, T. E., & Kennedy, A. A. (2000). *Corporate Cultures: The Rites and Rituals of Corporate Life.* Perseus Publishing.

Edgar H. Schein (2016). *Organizational Culture and Leadership* (5th ed.). Wiley.

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework.* Jossey-Bass.

Martin, J., & Ernst, C. (2020). *Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations.*

Society for Human Resource Management (SHRM). *Organisational Culture.*

- Link: www.shrm.org

MindTools. *Managing Conflict in Teams, Organisational Culture, collaboration and diverse team working*

- Link: www.mindtools.com

The Global Leadership Foundation (GLF). *Global Leadership and Culture: A Global Perspective.*

- Link: www.globalleadership.org

6. Business Law (BL 1.00)

Module overview

Business law is designed to equip students or professionals with an intermediate understanding of the legal framework governing business activities. Business law, is the body of law that applies to the rights, relations, and conduct of persons and businesses engaged in commerce, merchandising, trade, and sales.

This unit aims to develop students' understanding of the legal framework in which businesses operate and to equip them with the knowledge to identify legal issues, apply legal reasoning, and assess the impact of legal decisions on business operations.

Title	Business Law
Unit reference number	K/651/7888
Credits	20
Level	4
Type	Elective

Guided Learning Hours	72 hours	Total Qualification Time	200 hours
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Be able to explain different types of business organisations	1.1 Explain the different types of business organisations 1.2 Assess the range of legal structures for the range of business organisations 1.3 Evaluate the characteristics of the different legal structures
2. Be able to evaluate the impact of company law in business	2.1 Explain how company law impacts business 2.2 Evaluate the impact of company law on business 2.3 Critically assess the impact of company law on businesses
3. Be able to analyse the role of contracts in business	3.1 Describe the range of contracts in business 3.2 Analyse the role of these specified contracts in business 3.3 Critically compare the range of contract in business

4. Be able to assess the need for employment contracts	4.1 Explain the use of employment contracts 4.2 Assess the need to apply contracts in the field of employment 4.3 Critically analyse the use of employment contracts within business
5. Be able to analyse the role of tort law in business	5.1 Explain the concept of the law of tort 5.2 Analyse the extent of the law of tort in business 5.3 Critically assess the use of the law of tort in business
6. Be able to assess the requirement for Consumer Protection Law in Business	6.1 Explain Consumer Protection Law in Business 6.2 Assess the extent of Consumer Protection Law in Business 6.3 Critically assess the application of Consumer Protection Law in Business
7. Be able to assess Bankruptcy and Debt Recovery	7.1 Describe the terms Bankruptcy and Debt Recovery 7.2 Assess the process of Bankruptcy and Debt Recovery 7.3 Critically compare the concepts of bankruptcy and debt recovery
8. Be able to analyse the need to adhere to International Trade Law	8.1 Describe the framework regarding International Trade Law 8.2 Analyse the need to adhere to International Trade Law 8.3 Critically assess the need for adherence to International Trade Law

Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Types of Business organisations	1/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	The types of business organisation <ul style="list-style-type: none"> • What are sole traders • Partnerships • Limited liability partnerships (LLPs) and companies, including their legal formation, management, and liabilities. <p>Learning Outcomes: 1</p>
2	Company Law in Business	3/12 Lectures: 3 hrs Tutorials: 3 hrs	Company Law in Business <ul style="list-style-type: none"> • Corporate Governance

		Private study: 10 hrs	<ul style="list-style-type: none"> ○ structure and responsibilities of directors and officers of companies • Company Formation <ul style="list-style-type: none"> ○ Legal steps involved in forming a company, registering with relevant authorities, • Corporate Liabilities <ul style="list-style-type: none"> ○ Exploration of the legal liabilities companies face, such as torts, contracts, and regulatory compliance. <p>Learning Outcome: 2</p>
3	The role of contracts in business	2/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	<p>The role of Contract Law to Businesses</p> <ul style="list-style-type: none"> • Formation of Contracts <ul style="list-style-type: none"> ○ the necessary aspects to form a valid contract • Terms of Contracts <ul style="list-style-type: none"> ○ express and implied terms, conditions, warranties, and exclusions. • Breach of Contract <ul style="list-style-type: none"> ○ consequences of a breach, including remedies • Defences to Breach of Contract <ul style="list-style-type: none"> ○ duress, misrepresentation, and undue influence. <p>Learning Outcome: 3</p>
4	Employment Law in Business	4/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	<p>Employment Law</p> <ul style="list-style-type: none"> • Employee Rights <ul style="list-style-type: none"> ○ unfair dismissal, rights to compensation, and health and safety in the workplace. • Contracts of Employment <ul style="list-style-type: none"> ○ the relationship between employer and employee • Discrimination Laws <ul style="list-style-type: none"> ○ legal provisions on discrimination in the workplace • Industrial Relations

			<ul style="list-style-type: none"> ○ The role of trade unions, and legal requirements for strikes or industrial actions. <p>Learning Outcome: 4</p>
5	Tort Law in a Business Context	5/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	<p>Tort Law</p> <ul style="list-style-type: none"> • Negligence: <ul style="list-style-type: none"> ○ liability for negligence in a business context • Intentional Torts: <ul style="list-style-type: none"> ○ fraud, defamation, and interference with business relations. • Vicarious Liability: <ul style="list-style-type: none"> ○ how employers can be held responsible for the actions of their employees • Damages and Compensation <ul style="list-style-type: none"> ○ the awarding of damages to victims of tortious acts. <p>Learning Outcome: 5</p>
6	Consumer Protection Law in Business	6/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	<p>Consumer Protection Law</p> <ul style="list-style-type: none"> • Consumer Rights <ul style="list-style-type: none"> ○ the sale of goods and services, warranties, and guarantees. • Unfair Trading <ul style="list-style-type: none"> ○ legal protections against unfair trading practices e.g. misleading advertising, false claims, and aggressive sales tactics. • Contractual Terms <ul style="list-style-type: none"> ○ regulation of unfair terms in contracts with consumers such as Consumer Rights Act. <p>Learning Outcome: 6</p>
7	Bankruptcy and Insolvency Law	7/12 Lectures: 3 hrs Tutorials: 3 hrs	<p>Bankruptcy and Insolvency Law</p> <ul style="list-style-type: none"> • Insolvency Procedures <ul style="list-style-type: none"> ○ declaring insolvency

		Private study: 11 hrs	<ul style="list-style-type: none"> ○ administration ○ liquidation ○ voluntary arrangements. • Rights of Creditors and Debtors <ul style="list-style-type: none"> ○ legal rights and responsibilities of creditors and debtors • Debt Recovery: Legal processes for recovering debts owed to businesses, including judgments, garnishments, and bankruptcy proceeding <p>Learning Outcome: 7</p>
8	Bankruptcy and Debt Recovery	8/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	<ul style="list-style-type: none"> • Debt Recovery <ul style="list-style-type: none"> ○ legal processes for recovering debts owed to businesses, including judgments ○ garnishments ○ bankruptcy proceeding <p>Learning Outcome: 7</p>
9	International Business Law	9/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	<p>International Business Law</p> <ul style="list-style-type: none"> • International Trade <ul style="list-style-type: none"> ○ the legal framework over international trade agreements, cross-border contracts, and dispute resolution. • Dispute Resolution <ul style="list-style-type: none"> ○ methods of resolving international business disputes, such as arbitration, mediation, and litigation. <p>Learning Outcome: 8</p>

10	International Business Law	10/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	International Business Law <ul style="list-style-type: none"> • Export and Import Regulations <ul style="list-style-type: none"> ○ the laws governing the export and import of goods ○ tariffs, customs duties, and international trade compliance. <p>Learning Outcome: 8</p>
11	Student Preparation to consider Business Law requirement	11/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	Self-directed student time either individually or in groups to study Business Law requirement <ul style="list-style-type: none"> • Areas to consider when applying Business Law • Why is Law needed in a Business <p>Learning Outcome: 1 – 8</p>
12	Assessment Preparation	12/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 11 hrs	Review of course content to prepare students for assessment <p>Learning Outcome: 1 – 8</p>

Assessment Type

- 100% Written Assignment

References / Reading list

- McKendrick, E., 2025. *Business Law*. 10th ed. Oxford: Oxford University Press.
- Beatty, J.F., Samuelson, S.S. and Abril, P.S., 2024. *Business Law and the Legal Environment*. 9th ed. Boston: Cengage Learning.

7. Expert eBusiness (EEB 1.00)

Module overview

This module is designed to evaluate the concept and application of an eBusiness, and why a business would invest in this model. It also provides an understanding of how a business would introduce this model successfully. It provides the basis of an understanding of how eBusiness may develop in the future, including the challenges and opportunities that it provides. It also explores how successful e-Business models have progressed.

This module provides students with an understanding of how digital technologies are transforming the way businesses operate, compete, and deliver value. It explores key concepts, tools, and strategies used in eBusiness and prepares students to participate in or manage online business activities in a dynamic digital environment.

Title	Expert eBusiness
Unit reference number	L/651/7889
Credits	20
Level	4
Type	Elective

Guided Learning Hours	72 hours	Total Qualification Time	200 hours
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Be able to analyse the need for eBusinesses in the economy.	1.1. Explain the concept of an eBusiness 1.2. Analyse the application of an eBusiness in the economy 1.3. Critically analyse the application and use of the eBusiness model

2. Be able to explain the components of an eBusiness	2.1. Define the main components of an eBusiness 2.2. Explain the need for each of the components of the eBusiness model 2.3. Critically compare the main components of the eBusiness model
3. Be able to analyse the opportunities for this business model	3.1. Identify a range of opportunities for the e-Business model 3.2. Analyse the range of opportunities for the e-Business model 3.3. Critically analyse the range of opportunities and competitive advantages of eBusiness models
4. Be able to assess current threats that businesses face in this model	4.1. Describe the current threats that e-Businesses face in the economy 4.2. Assess the current threats that e-Businesses face in the economy 4.3. Critically compare the current threats faced by eBusinesses as opposed to the traditional business model
5. Be able to analyse areas of legal concern for e-Business	5.1. Explain a range of legal concerns for e-Businesses 5.2. Analyse this range of legal concerns for e-Businesses 5.3. Critically evaluate the range of legal concerns for eBusinesses
6. Be able to evaluate the social impact of e-Business	6.1. Explain the social impact of eBusiness 6.2. Evaluate the social impact of an eBusiness 6.3. Critique the social impact of an eBusiness
7. Be able to assess the potential economic impact of e-Business	7.1. Explain the potential economic impact of e-Businesses 7.2. Assess the potential economic impact of e-Businesses 7.3. Critically analyse the potential economic impact of eBusiness
8. Be able to evaluate the business applications for this model to be successful	8.1. Define the business applications for this model to be successful 8.2. Evaluate the operation of these business applications to ensure an effective and successful model

	8.3. Critically compare the range of business applications for this model
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Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	The need for eBusinesses	1/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	The need for the eBusiness model in the economy <ul style="list-style-type: none"> • Ease of access for global customers • Orders can be placed at any time • Worldwide market opportunities • Need for market expansion • Lower marketing costs • Increase business reach • Market preferences towards online opportunities • Business survival • Often survival <p>Learning Outcome: 1</p>
2	Components of eBusiness	2/12	Main components of an eBusiness.

		<p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 10 hrs</p>	<ul style="list-style-type: none"> • Information: <ul style="list-style-type: none"> ○ This encompasses the data and knowledge used in eBusiness, including product information, customer data, and market trends. • Communication: <ul style="list-style-type: none"> ○ This refers to the channels and methods used to interact with customers and business partners, such as email, social media, and live chat. • Transaction: <ul style="list-style-type: none"> ○ This involves the processes and systems used to facilitate online transactions, including payment processing, order management, and shipping. <p>Learning Outcome: 2</p>
3	Opportunities for this business model	<p>3/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p>	<p>Main Opportunities of eBusinesses</p> <ul style="list-style-type: none"> • Can be less costly • No boundaries • Flexible, • Marketing costs less

		Private study: 10 hrs	<ul style="list-style-type: none"> • May receive government subsidies • Instant feedback • Lacks personal touch • Security issues • High competition • Relies on technology • High maintenance costs • Ease of access for customers • In developing countries there can be a lack of credit cards which eBusinesses requires • Legal barriers in different countries • Security risks <p>Learning Outcome: 3</p>
4	Current threats that businesses face in this model	<p>4/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 10 hrs</p>	<p>Threats that Businesses face in this model</p> <ul style="list-style-type: none"> • Phishing and Malware • Ransomware • Data Breaches • Insider Threats • Supply chain Attacks • API Attacks • DDoS Attacks • Payment Skimming • Increased Competition

			<ul style="list-style-type: none"> • Supply Chain Disruptions • Customer Loyalty and Retention • Conversion Rates and Cart Abandonment • Intellectual Property Violations • Currency Fluctuations • Payment Disputes <p>Learning Outcome: 4</p>
5	Areas of legal concern for eBusiness	<p>5/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 10 hrs</p>	<p>Areas of legal concern for eBusinesses</p> <ul style="list-style-type: none"> • Data Privacy and Protection • Consumer Protection • Intellectual Property • Payment Security <p>Learning Outcome: 5</p>
6	The social impact of eBusiness	<p>6/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 10 hrs</p>	<p>The Positive Social impact of eBusiness</p> <ul style="list-style-type: none"> • Economic Growth and Opportunity • Accessibility and Inclusion • Efficiency and Convenience • E-governance and Transparency <p>Learning Outcome: 6</p>

7	The social impact of eBusiness	<p>7/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 10 hrs</p>	<p>The Negative Social impact of eBusiness</p> <ul style="list-style-type: none"> • Displacement of Traditional Businesses • Increased Consumption and Consumerism • Cybersecurity and Privacy Concerns • Digital Divide • Tax Evasion • Loss of Traditional Values <p>Learning Outcome: 6</p>
8	The potential economic impact of eBusiness	<p>8/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p> <p>Private study: 10 hrs</p>	<p>The potential economic impact of eBusiness</p> <ul style="list-style-type: none"> • improve the efficiency of economies • enhance their competitiveness • improve the allocation of resources • increase long-term growth. • variety growth for the consumer <p>Learning Outcome: 7</p>
9	The business applications for this model	<p>9/12</p> <p>Lectures: 3 hrs</p> <p>Tutorials: 3 hrs</p>	<p>The business applications for this model</p> <ul style="list-style-type: none"> • Range of generic electronic applications • Different online search engines

		Private study: 12 hrs	<ul style="list-style-type: none"> Websites and online advertising 24/7, online catalogues, automated billing, pre- and post-sales customer support and frequently asked questions (FAQs) in online direct sales <p>Learning Outcome: 8</p>
10	The business applications required for this model	10/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	The business applications for this model <ul style="list-style-type: none"> Explain online purchasing and procurement Examples of online financial service applications to include trading and banking Examples of other online services for example insurance claims processing <p>Learning Outcome: 8</p>
11	Student Preparation to consider how to develop an eBusiness	11/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	Self-directed student time either individually or in groups to develop an eBusiness <ul style="list-style-type: none"> Areas to consider in developing a model How would model be put in place Write up a plan <p>Learning Outcome: 1 – 8</p>
12	Assessment preparation	12/12	<ul style="list-style-type: none"> Review of course content to prepare students for assessment

		Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	Learning Outcome: 1 – 8
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Assessment Type

- 100% Written assessment

References / Reading list

- Chaffey, D.**, (2011). *E-Business and E-Commerce Management: Strategy, Implementation and Practice*. 5th ed. Harlow: Pearson/Financial Times Prentice Hall.
- Laudon, K.C. and Traver, C.G.**, (2021). *E-Commerce 2021: Business, Technology, and Society*. 16th ed. Harlow: Pearson.
- Hanna, N. K.** (2009). *The Power of E-Commerce: Transforming Business Models to Compete in a Digital Economy*. Palgrave Macmillan.
- Amit, R., & Zott, C.** (2001). *Value Creation in E-Business*. Strategic Management Journal, 22(6-7), 493-520.
- Wiley. Bharadwaj, A., El Sawy, O.A., Pavlou, P.A., & Venkatraman, N.** (2013). *Digital Business Strategy: Toward a Next Generation of Insights*. MIS Quarterly, 37(2), 471-482.

8. International Business (INTB 1.00)

Module overview

Trading internationally involves complex decision-making to choose an appropriate market to target with a product(s). It requires careful planning to research market alternatives, ensuring the required resources are in place, checking the finances add up and being aware of the cultural challenges to overcome. Senior managers would need convincing and would want to see a detailed business case of plans for international growth.

To make the plans succeed the right partners would need to be chosen whether that be an exporter, company operating already in the market or estate agent to open an office in the new territory. Once decided which market is the most viable then a marketing strategy would need drawing up with marketing campaigns and promotions to support the product's development in the new market.

Title	International Business
Unit reference number	T/651/7890
Credits	20
Level	4
Type	Elective

Guided Learning Hours	72 hours	Total Qualification Time	200 hours
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Assess market opportunities for international business growth	1.1 Define international business and its importance in growing business for an organisation 1.2 Examine the main factors when considering whether to invest in an international business opportunity 1.3 Conduct environmental analysis on a potential market using appropriate tools 1.4 Appraise the financial viability and value of a new market e.g. potential growth, developing/established market, increased sales, new revenue stream, enhance brand awareness, increase customer base and spread risk 1.5 Investigate the level of competition in the market and the stage of market development
2. Analyse the differences in international markets including cultures,	2.1 Analyse international markets by applying appropriate tools and models (e.g. culture, customs and other external factors)

customs and trading challenges to overcome when operating internationally	<p>2.2 Examine the international trading challenges and differences between countries</p> <p>2.3 Discuss ways different barriers to international business can be overcome</p> <p>2.4 Investigate company examples of successes and failures in international trade</p>
3. Evaluate the potential of an organisation's product portfolio for international growth and deploy a suitable marketing plan to aid the chosen product's success	<p>3.1 Appraise an organisation's product portfolio and its potential for international growth</p> <p>3.2 Critique a product's suitability for international trade using a range of appropriate models and techniques</p> <p>3.3 Determine the distinguishing features of the product by using the marketing mix</p> <p>3.4 Analyse a potential market by segmenting into customer target groups suitable for marketing strategies</p> <p>3.5 Develop a marketing plan to establish the product in the chosen market by deploying suitable strategies, marketing campaigns and promotions</p>
4. Explore logistics and supply chain management options to reliably distribute products to the new market.	<p>4.1 Define Supply Chain Management and Logistics Management</p> <p>4.2 Examine ways to collaborate with procurement and apply suitable tools to assist with international growth plans</p> <p>4.3 Explore the benefits of effective supply chain management, upwards and downwards, to achieve a reliable and sustainable supply chain</p>
5. Justify the resources required to support the chosen product's market entry	<p>5.1 Examine the range of resources needed to support the launch of a product into a new market</p> <p>5.2 Justify the use of resources and expected results in a business case</p> <p>5.3 Compare and contrast the financial investment implications of different options for entering a new international market</p> <p>5.4 Present the information in a suitable format for senior management scrutiny</p>
6. Assess a new market's legal, Corporate Social Responsibility (CSR) and ethical challenges and how they can be overcome	<p>6.1 Explain the importance of an organisation building a reputation for being an ethical company which takes CSR responsibilities seriously</p> <p>6.2 Explore the ethical issues that companies engaging in international trade need to deal with and overcome</p> <p>6.3 Explore the legal issues that companies intending to trade internationally need to deal with</p> <p>6.4 Examine the documentation and financial transactions that companies trading internationally need to complete</p>
7. Justify the business case to relevant	<p>7.1 Identify stakeholders associated with expansion into an international market</p>

stakeholders for entering into an international business opportunity	<p>7.2 Analyse each stakeholder's importance, power and influence using a suitable model</p> <p>7.3 Report to senior management on the intended plans for international expansion using suitable communication methods</p> <p>7.4 Apply appropriate influencing techniques and negotiation styles to achieve a positive outcome on the proposed plans</p>
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Syllabus Content			
Topic No.	Topic title	Proportion	Indicative Content (250 words)
1	Introduction to International Business	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	<ul style="list-style-type: none"> • Definition of international business and why is it important for organisational growth • Scale/value of global trade • Main factors when considering investing in international trade <ul style="list-style-type: none"> ○ Financial commitment ○ Resources needed and available ○ Staff skills/expertise ○ Recruitment ○ Strengths of the organisation ○ Popular products, brands and their associated market share ○ Opportunities ○ Partners ○ Senior Management buy-in ○ Potential markets and cultural fit • Barriers to international trade <ul style="list-style-type: none"> ○ Culture ○ Language ○ Customs ○ Values ○ Beliefs ○ Currency ○ Time zones

			<ul style="list-style-type: none"> • Benefits of international business and entering a new market <ul style="list-style-type: none"> ○ Increased sales ○ New revenue stream ○ Rise in profits ○ Growing customer base ○ Building brand awareness ○ Spreading risk <p>Learning Outcomes: 1 and 2</p>
2	Market analysis for international business	2/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	<ul style="list-style-type: none"> • Market analysis – what is it? • Practical use and tools to conduct market analysis <ul style="list-style-type: none"> ○ STEEPLED analysis ○ SWOT analysis • Opportunities in the new market <ul style="list-style-type: none"> ○ Sectors ○ Audience/customers to target ○ Value ○ Level of competition ○ Potential for growth • Challenges in the new market <ul style="list-style-type: none"> ○ Language ○ Trading arrangements ○ Distance and time zones ○ Loss of control ○ Identifying suitable partners ○ Clearing customs ○ Product standards ○ Managing financial transactions • New market potential and viability <ul style="list-style-type: none"> ○ making a qualified decision about a potential market • Metrics of performance of a new market <ul style="list-style-type: none"> ○ GDP ○ Level of imports and exports ○ Stage of economic development ○ Breakdown of sectors and percentage of economy ○ Interest rates ○ Exchange rates ○ Employment rates

			<ul style="list-style-type: none"> ○ Level of Competition ○ Country's total sales of product category ● Investigation of market competition <ul style="list-style-type: none"> ○ Main competitors ○ Market share ○ Stage of market evolution ○ Differentiating product features <p>Learning Outcome: 1</p>
3	Cultural, customs and trading differences between nations involved in international trade	3/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	<ul style="list-style-type: none"> ● Definition of culture and why it is important to consider in international trade ● Cultural Traits and how they impact on international trading <ul style="list-style-type: none"> ○ Scheduling of events/calls, ○ Business Communication ○ Expectations ○ Attire and presentation ○ Body language ○ Acceptable behaviour ○ Brand/product names and packaging ○ Professionalism and courtesy ● Application of suitable models to business situations and countries <ul style="list-style-type: none"> ○ Hofstede's Dimensions of Culture ○ Trompenaar's Seven Dimensions of Culture ○ Richard Lewis's model of culture ● International trading differences and how they can be overcome <ul style="list-style-type: none"> ○ Language – interpreters or employing staff from the country ○ Time zones – planning meetings/calls carefully to enable all required people to attend ○ Currencies – completing financial transactions most effectively

			<ul style="list-style-type: none"> ○ Legal – contracts will need to be agreed and decided which legal jurisdiction to govern the contract ○ CSR/ethical considerations – acceptable business behaviour and priorities in terms of people, planet and profit <p>Learning Outcome: 2</p>
4	Case studies/company examples of global successes and failures with international business	4/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	<ul style="list-style-type: none"> ● Examples of company success in international business <ul style="list-style-type: none"> ○ McDonalds ○ Samsung ○ Amazon ○ Toyota ○ Walmart ○ Ford ● Examples of company failures in international business <ul style="list-style-type: none"> ○ Tesco in the USA ○ Home Depot in China ○ Starbucks in Isreal and Australia ○ Walmart in Germany and Japan ○ AirBnB in China ● Reasons for success and failure in international trade ● Lessons learned and tips to apply to future international business opportunities <p>Learning Outcome: 2</p>
5	Assessing an organisation’s product portfolio suitable for international trade	5/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	<ul style="list-style-type: none"> ● Product portfolio – why it is important to analyse for international trade ● Performance of a product portfolio <ul style="list-style-type: none"> ○ Total value ○ Percentage of total sales by categories and products ○ Popular products and their distinguishing features ○ Positioning on product life cycle ● Apply useful tools to assess a product’s performance and suitability

			<ul style="list-style-type: none"> ○ Product Lifecycle (PLC) ○ BCG matrix ○ Ansoff matrix ● Transferability of product(s) suitable for international trade – compatibility with country <ul style="list-style-type: none"> ○ Name/brand ○ Company Logos ○ Colour and packaging ○ Main features ○ Adaptability for new market ● Applying the marketing mix elements <ul style="list-style-type: none"> ○ Product ○ Place ○ Price ○ Promotion ● Ability to ramp up production to meet expected demand <p>Learning Outcome: 3</p>
6	Marketing the chosen product for the new market	6/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	<ul style="list-style-type: none"> ● Developing a suitable marketing strategy <ul style="list-style-type: none"> ○ Identifying target market segments. ○ Conducting consumer and competitor research. ○ Setting sales goals. ○ Executing promotional and marketing activities. ● Taking a product to market – a marketing plan <ul style="list-style-type: none"> ○ Researching the market - customers and competitors ○ Identifying a need in the market and targeting segments/customers ○ Developing timeframes to launch the product in the new market ○ Developing clear messages about the product and its attractive features geared to the market ○ Marketing the product including product positioning and suitable marketing campaigns/promotions ○ Ensuring product quality

			<ul style="list-style-type: none"> ○ Training staff <p>Measuring success and learning for the future</p> <p>Learning Outcome: 3</p>
7	Supply Chain Management/Logistics management	<p>7/12</p> <p>Lecture: 3 hrs</p> <p>Tutorial: 3 hrs</p> <p>Private study: 10 hrs</p>	<ul style="list-style-type: none"> ● Definitions of supply chain management and logistics management and why they are important to international trade success ● Working collaboratively with procurement and applying suitable tools and techniques to develop effective supply chains <ul style="list-style-type: none"> ○ procurement cycle ○ Kraljic matrix ○ supplier appraisal (to appoint a suitable exporter/partner) ○ Carter's 10Cs ○ tendering activity ● Benefits of effective supply chain management <ul style="list-style-type: none"> ○ better relationships with suppliers and partners ○ savings ○ JIT deliveries ○ sustainability ○ reliable distribution networks ○ reduced problems and quick resolution if they occur ○ chance of building long term ties <p>Learning Outcome: 4</p>
8	Resources needed for International Business plans	<p>8/12</p> <p>Lecture: 3 hrs</p> <p>Tutorial: 3 hrs</p> <p>Private study: 10 hrs</p>	<ul style="list-style-type: none"> ● Resources to enable plans for a product's new market entry to be implemented: <ul style="list-style-type: none"> ○ staffing ○ finance ○ materials ○ equipment ○ time ● Business case contents and structure ● Financial Investment Appraisal techniques to use on different options: <ul style="list-style-type: none"> ○ net Present Value (NPV)

			<ul style="list-style-type: none"> ○ payback Method ○ discounted Cashflow ○ accounting Rate of Return ○ internal Rate of Return ● Presenting the information to senior management <ul style="list-style-type: none"> ○ business case/proposal ○ report ○ meeting ○ presentation <p>Learning Outcome: 5</p>
9	Ethical, CSR and legal considerations of international trade	9/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	<ul style="list-style-type: none"> ● Ethical considerations <ul style="list-style-type: none"> ○ codes of Practice ○ company reputation ○ reduces incidents of fraud, bribery and corruption ○ partnering with similar like-minded companies ○ best practices ● Corporate Social Responsibility (CSR) considerations <ul style="list-style-type: none"> ○ reducing carbon footprint ○ reducing packaging ○ creating sustainable supply chains ○ treating staff and partners well ● Legal considerations <ul style="list-style-type: none"> ○ Abiding by contract and employment laws ○ Complying with export/international trade laws and regulations <p>Learning Outcome: 6</p>
10	Companies demonstrating good CSR, ethical and legal practices	10/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	<ul style="list-style-type: none"> ● Companies and case studies <ul style="list-style-type: none"> ○ Ben and Jerry's ○ Unilever ○ Microsoft ○ Patagonia ○ Coca-Cola ○ Bombas ○ Tom's of Maine ○ Bumble ● Lessons learned ● Best practices in dealing with CSR, ethical and legal issues <p>Learning Outcome: 6</p>

11	Gaining stakeholder buy-in for International Business plans	<p>11/12</p> <p>Lecture: 3 hrs</p> <p>Tutorial: 3 hrs</p> <p>Private study: 12 hrs</p>	<ul style="list-style-type: none"> • Identifying stakeholders and their importance and influence • Application of the Mendelow matrix • Communication methods to relay information to senior managers <ul style="list-style-type: none"> ○ formal Business Report ○ meeting – ideally face to face or online ○ proposal/Business case – highlighting benefits ○ presentation – using slides and visual representations of plans/estimates of revenues • Influencing techniques • Kipnis, D. Schmidt, S.M. & Wilkinson, I. (1980) researched techniques of: <ul style="list-style-type: none"> ○ ingratiation ○ rationality ○ assertiveness ○ sanction ○ exchange ○ upward Appeal ○ blocking ○ coalitions • Negotiation styles <ul style="list-style-type: none"> ○ accommodating ○ avoiding ○ collaborating ○ competing ○ compromising <p>Learning Outcome: 7</p>
12	Revision and assignment support	<p>12/12</p> <p>Lecture: 3 hrs</p> <p>Tutorial: 3 hrs</p> <p>Private study: 12 hrs</p>	<ul style="list-style-type: none"> • Revision of workshops 1 – 11 <ul style="list-style-type: none"> ○ market analysis ○ culture ○ company examples/case studies of global successes and failures ○ assessing a product portfolio ○ marketing ○ supply Chain Management ○ resources needed ○ ethical, CSR and legal issues and company case studies ○ gaining stakeholder buy-in

			<ul style="list-style-type: none"> • Applying learning to sample assignment • Carrying on with final assessment <p>Learning Outcome: 1 – 7</p>
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Assessment Type

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|---|
| <ul style="list-style-type: none"> • 100% Assignment |
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References / Reading list

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| <ul style="list-style-type: none"> • Bortosik-Purgat, M. and Guzek, M. (2024) International Business and Culture. Challenges in Cross Cultural Marketing and Management. Routledge publishing. • Chopra, S. and Meindl, P. (2020) Supply Chain Management: Strategy, Planning, and Operation, 7th Edition. Harlow: Pearson Education. • Christopher, F.T. (2022). Logistics and Supply Chain Management. 6th Edition. FT publishing • Collinson, S., Narula, R. and Qamar, A. (2024). International Business. 9th Edition. Pearson publishing. • Czinkota; M.R., Ronkainen I.A. and Gupta S. (2021) International Business, Cambridge University Press. • Hill, C.W.L. (2022). International Business, Competing in the Global Marketplace. 14th Edition. McGraw publishing • Mullins, L.J. and Rees, G. (2023) Management and Organisational Behaviour, 13th Edition. Pearson Education. • Thompson, E., Worthington, I. and Britton, C. (2023). The Business Environment. 9th Edition. Pearson publishing |
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9. Applying Marketing (AMKT 1.00)

Module overview

This module introduces students to the dynamic and strategic world of applying marketing, using real-world applications and decision-making scenarios to explore key concepts. It examines how various environmental factors—such as social, economic, technological, legal, and ethical influences—shape modern marketing practices. Through case studies and practical examples, students will gain a deep understanding of how these factors impact marketing decisions and strategies.

The course is designed to equip students with the essential knowledge and skills to market products, services, and ideas effectively in a global marketplace. By the end of the module, students will be able to use marketing terminology confidently, describe the core concepts of marketing, and identify the key factors that influence marketing decisions. Additionally, they will gain an appreciation for the significant role marketing plays in the global economy and be able to apply marketing principles to market themselves as professionals in a competitive business world.

Title	Applying Marketing
Unit reference number	Y/651/7891
Credits	20
Level	4
Type	Elective

Guided Learning Hours	84	Total Qualification Time	200
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Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Demonstrate an understanding of marketing by explaining its core concepts	1.1 Examine what marketing is and the value of Marketing 1.2 Examine the marketing mix and what can be marketed 1.3 Analyse value from the perspectives of customers, producers, and society 1.4 Examine the basics of market planning
2. Demonstrate an understanding of business, strategic and market planning and marketing decision making	2.1 Examine business planning and its levels 2.2 Distinguish between the key steps in strategic and market planning 2.3 Evaluate the steps of actioning a marketing plan 2.4 Analyse the role of a Marketing Information System (MIS) and a Marketing Decision Support System (MDSS) in supporting effective marketing decision-making 2.5 Examine the key steps and elements of the market research process

<p>3. Demonstrate an understanding of consumer behaviour influences and the need for target marketing processes.</p>	<p>3.1 Analyse the factors that impact consumer behaviour 3.2 Examine the purchase decision-making process 3.3 Analyse how internal factors influence consumers' decision-making processes 3.4 Understand the need for market segmentation, targeting and positioning and the approaches available</p>
<p>4. Analyse the role of innovation and product development in marketing</p>	<p>4.1 Analyse the importance and types of product innovations 4.2 Analyse how firms develop new products 4.3 Examine the product objectives and strategies an organisation may choose 4.4 Analyse how organisations manage products throughout the product life cycle 4.5 Analyse how branding and packaging strategies contribute to product identity</p>

Syllabus Content			
Topic No.	Topic title	Proportion	Course coverage
1	Core Concepts of Marketing	1/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<ul style="list-style-type: none"> • What is Marketing • Marketing mix: <ul style="list-style-type: none"> ○ 4Ps overview ○ Interdependence of the 4Ps ○ How the marketing mix consists of the tools an organisation uses to create a desired response among a set of predefined consumers: • What can we market: <ul style="list-style-type: none"> ○ Consumer goods and services ○ Business to Business goods and services ○ E-Commerce ○ Not for Profit ○ Idea, Place and people • How marketing creates utility <ul style="list-style-type: none"> ○ Value for clients and partners ○ Value for society <p>Learning Outcome: 1</p>

2	The role and value of Market Planning	2/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<ul style="list-style-type: none"> • The Value of Marketing <ul style="list-style-type: none"> ○ Value from the customers perspective ○ Value from the seller's perspective ○ Value from the society's perspective ○ Value through competitive advantage ○ Value through the value chain ○ Customer generated value • Dark side of marketing • Marketing as a Process: <ul style="list-style-type: none"> ○ Market Planning ○ Mass Marketing ○ Market Segmentation ○ Market Planning Questions ○ Marketing Plans • Disruptive Marketing: <ul style="list-style-type: none"> ○ How disruptive marketing is the only way to stay in business for the long term. ○ It requires that marketers understand the customer, identify what is missing in the marketplace to satisfy the customer, and step outside the box. <p>Learning Outcome: 1</p>
3	The role of Business Planning	3/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<ul style="list-style-type: none"> • What is Business Planning: <ul style="list-style-type: none"> ○ How business planning is an ongoing process ○ Three levels of business planning: <ul style="list-style-type: none"> ○ Strategic planning ○ Functional planning ○ Operational planning • Strategic Planning <ul style="list-style-type: none"> ○ Mission ○ Vision ○ Values ○ Evaluate internal and external environment (SWOT/PESTLE) ○ Organisation Objective setting ○ Establish Business Portfolio ○ BCG growth market share matrix ○ Developing Growth Strategies <p>Learning Outcome: 2</p>
4	The Role and Implementation of a Marketing Plan	4/12 Lecture:5 hrs Seminar:2 hrs	<ul style="list-style-type: none"> • Market Planning • Distinction between strategic planning and marketing planning • Situation analysis

		Private Study:10 hrs	<ul style="list-style-type: none"> • Marketing objectives • Marketing strategies for product, price, promotional and distribution • Market segments • Marketing Action plan: <ul style="list-style-type: none"> ○ How the implementation and control step actually manifest itself within a marketing plan ○ Assign responsibility ○ Create a timeline ○ Set a budget ○ Decide on measurement and controls ○ Leading indicators ○ Lagging indicators ○ Operational planning ○ Agile marketing ○ Strategic Market Planning Process ○ Digital Disruption and Strategic Market Planning ○ Contingency planning <p>Learning Outcome: 2</p>
5	Marketing Decision Making	5/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<ul style="list-style-type: none"> • Market Research: <ul style="list-style-type: none"> ○ What is market research ○ Knowledge is power ○ Marketing research ethics • Marketing Information Systems (MIS) <ul style="list-style-type: none"> ○ What are MIS ○ Internal company data ○ Market Intelligence ○ External databases • Evidence based decision making <ul style="list-style-type: none"> ○ What is evidence-based decision making ○ Importance of evidence-based decision making ○ in marketing ○ Customer insights • Market research process <ul style="list-style-type: none"> ○ Defining the research problem ○ Determining the research design ○ Research with secondary data ○ Research with primary data ○ Research methods for primary data <ul style="list-style-type: none"> ○ Questionnaires ○ Observations

			<ul style="list-style-type: none"> ○ Exploratory research <ul style="list-style-type: none"> ○ Focus groups ○ Market research online community ○ Descriptive research ○ Casual research ○ Online research ○ Research design – sampling ○ Collecting research data ○ Analyse and interpret the data ○ Preparing the final data <p>Learning Outcome: 2</p>
6.	The Consumer Decision Making Process	6/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<ul style="list-style-type: none"> ● Consumer Behaviour <ul style="list-style-type: none"> ○ What is Consumer Behaviour ○ The consumer decision making process defined ○ Not all decisions are the same ○ Decision making Stages ○ Process responses ○ Consumer decision making in the digital age ● Internal influences on consumer decisions: <ul style="list-style-type: none"> ○ Perception ○ Exposure ○ Attention ○ Interpretation ○ Motivation ○ Hierarchy of Needs ○ Learning ○ Attitudes ○ Personality ○ Age/Life cycle ○ Lifestyle ● Situational and Social Influences on consumer decisions ● Disruption in Consumer Behaviour: The COVID-19 Pandemic <p>Learning Outcome: 3</p>
7	Target Market Strategy	7/12 Lecture:5 hrs Seminar:2 hrs	<ul style="list-style-type: none"> ● Target Market Strategy: ● Market fragmentation - people's diverse interests and backgrounds divide them into numerous groups with distinct needs and wants. Because of this diversity, the

		Private Study:10 hrs	<p>same good or service will not appeal to everyone</p> <ul style="list-style-type: none"> • Segmentation • Over segmentation <ul style="list-style-type: none"> ○ Demographic ○ Psychographic ○ Geographic ○ Behavioral differences. ○ Disruption in Segmentation • Targeting <ul style="list-style-type: none"> ○ Evaluating the attractiveness of each potential segment and deciding in which of these groups they will invest resources to try to turn them into customers. ○ Develop segment profiles ○ Choose a targeting strategy ○ Disruption in targeting strategies • Positioning • Analyse competitors' positions • Define your competitive advantage • Finalise the marketing mix • Evaluation • Perceptual maps <p>Learning Outcome: 3</p>
8	Innovation and product development in marketing	8/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<p>Innovation and product development</p> <ul style="list-style-type: none"> • Types of product innovations • The importance of product innovation • Adding Value: The marketer's task is twofold: first, to create a better value than what's out there already and second, to convince customers that this is true • Layers of the product concept: <ul style="list-style-type: none"> ○ The core product ○ The actual product ○ The augmented product • How marketers classify products <ul style="list-style-type: none"> ○ How long do products last ○ How do consumers buy products ○ How do businesses buy products • Disruption in Marketing: How innovation and design thinking drive product success • Types of innovation • New product development <ul style="list-style-type: none"> ○ Phase 1: Idea ○ Phase 2: Product concept developing and screening

			<ul style="list-style-type: none"> ○ Phase 3: Marketing strategy development ○ Phase 4: Business analysis ○ Phase 5: Technical development ○ Phase 6: Market Test ○ Phase 7: Commercialisation <p>Learning Outcome: 4</p>
9	Product strategy, management, and branding in competitive markets.	9/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<p>Product Strategy, Branding, and Product Management</p> <ul style="list-style-type: none"> ● Product Planning <ul style="list-style-type: none"> ○ Getting product objectives right ○ Objectives and strategies for individual products ○ Objectives and strategies for multiple products ○ Product mix strategies ○ Quality as a product objective ● Marketing through the product lifecycle <ul style="list-style-type: none"> ○ Introduction stage ○ Growth stage ○ Maturity stage ○ Decline stage ● Branding and Packaginging ● What's in a name or symbol ● Why brands matter ● Branding Strategies ● Individual brands vs family brands ● National and store brands ● Generic brands ● Licensing ● Cobranding ● Disruption in branding ● Packages and Labels ● Effective packaging design <p>Learning Outcome: 4</p>
10	Product branding in competitive markets.	9/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<p>Product Strategy, Branding, and Product Management</p> <ul style="list-style-type: none"> ● Brand and Packaging ● What's in a name or symbol ● Why brand matters ● Branding Strategies ● Individual brands vs Family brands ● National and Store Brands ● Generic Brands ● Licensing

			<ul style="list-style-type: none"> • Cobranding • Disruption in Branding • Packages and labels • Effective Package Design <p>Learning Outcome: 4</p>
11	How to Write a Marketing Report	11/12 Lecture:5 hrs Seminar:2 hrs Private Study:10 hrs	<p>How to write a Marketing Report</p> <ul style="list-style-type: none"> • Introduction into what a report is • Introduction into the audience and purpose of reports • Introduction into the structure of a report • Introduction into the formatting and presentation of a report • Practice and application of report writing <p>Learning Outcomes: 1 – 4</p>
12	Final Assessment	12/12 Lecture: 3 hrs Seminar: 2 hrs Private Study:10 hrs	<p>Tutorial Session to receive feedback on draft assessment. Students will engage with their own reports to identify strengths and areas for improvement. Students will receive feedback from Lecturer on draft work Students will collaborate with peers for additional feedback</p> <p>Learning outcomes: 1 – 4</p>

Assessment Type

- 100% Assignment

References / Reading list

- **Armstrong, G., Kotler, P., Harker, M. and Brennan, R.** (2022) Marketing: An Introduction. 15th edn. Harlow: Pearson.
- **Brassington, F. and Pettitt, S.** (2020) Principles of Marketing. 6th edn. Harlow: Pearson.
- **Chaffey, D. and Ellis-Chadwick, F.** (2022) Digital Marketing: Strategy, Implementation and Practice. 8th edn. Harlow: Pearson.
- **Jobber, D. and Ellis-Chadwick, F.** (2019) Principles and Practice of Marketing. 9th edn. London: McGraw-Hill.
- **Kotler, P. and Keller, K.L.** (2022) Marketing Management. 16th edn. Harlow: Pearson.
- **McDonald, M. and Wilson, H.** (2016) Marketing Plans: How to Prepare Them, How to Use Them. 8th edn. Chichester: John Wiley & Sons.

- **Solomon, M.R., Marshall, G.W. and Stuart, E.W.** (2021) *Marketing: Real People, Real Choices*. 10th edn. Harlow: Pearson.

Results & Certificates

The grade descriptors Pass, Merit and Distinction are awarded by unit to successful candidates. A Pass is awarded for an overall unit mark of between 40 and 59. A Merit is awarded for an overall unit mark of between 60 and 69 and a Distinction is awarded for an overall unit mark of 70 and above. Candidates who obtain an overall unit mark of below 40 are classed as a fail in the unit and may resit.

A final qualification mark will be awarded upon successful completion of all units. This is calculated by finding the average mark of all units that make up the qualification.

After each assessment cycle, results slips are issued (in electronic format) which detail the grades achieved, i.e. Fail, Pass, Merit or Distinction and numerical marks. Certificates which contain your qualification grade and pass mark are then dispatched to Centres.

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