Level 5 Diploma in Business (L5DB)

NCC Education

Qualification Unit Specification

2025 / 26

Level 5 Diploma in Business Specification

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Contents

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 5 Diploma in Business qualification is designed for learners aged **18 and above**.

The program is ideal for:

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

NCC Education's Level 5 Diploma in Business qualification is:

- **Regulated** by Ofqual under the Regulated Qualifications Framework (RQF).

- **Quality assured** and well-established in the UK and worldwide.

- **Providing a valuable diploma in Business** which enables students to advance their business knowledge and understanding. The Diploma in Business qualification provides opportunity for learners to further expand their leadership and entrepreneurial outlook with a specific focus in operational management running through every unit. By completing the Level 5 Diploma in Business qualification, students will enhance their skills to thrive in a professional environment with the opportunity to gain a specialist understanding through optional units. This course enhances students' specialist business knowledge and understanding and facilitates academic progression onto the Level 6 Diploma in Business Strategy and Management.

  The Level 5 Diploma in Business syllabus and assessments are suitable for students aged 18 and above.

- **A pathway** to NCC Education's Level 6 Diploma in Business Strategy and Management and greater employment opportunities.
- **Equivalent to the second 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 final year (Year 3) of a related Bachelor's degree in Business or Management for entry with Advanced Standing.

Structure of the Level 5 Diploma in Business

Qualification Titles, Credits, Units
All qualifications in the Business suite share some common units and assessments, allowing learners some flexibility in moving between course sizes. The qualification titles are given below. These qualifications are 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 5 Diploma in Business, with a minimum grade of pass, can provide progression on to NCC Educations Level 6 Diploma in Business Strategy and Management alongside other qualifications at the same level.

	Level 5 Diploma in Business
Total Qualification Time (TQT)	1200
Total Guided Learning Hours (GLH)	455
Credit Value	120

Level 5 Diploma in Business- 120 Credits

Core Units

To gain the Diploma, learners MUST achieve the following 6 core units equal to the total of 120 credits.

Start-up Business (TQT: 200 hours/ 20 credits)	Innovation & Growth (TQT: 200 hours / 20 credits)	Raising Finance Capital: Process and Law (TQT: 200 hours / 20 credits)
Agile and Responsive Leadership TQT: 200 hours / 20 credits	Ethics in Business (TQT: 200 hours / 20 credits)	Global Business; The impact of policy (TQT: 200 / 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	Start-up Business (SUB 1.0)	20	12	60	12	-	128	200	72
	2	Innovation and Growth (IG 1.0)	20	12	60	12	-	128	200	72
	3	Raising Finance Capital; Process and Law (RFC 1.0)	20	12	36	36	-	128	200	72
	4	Agile and Responsive Leadership (ARL 1.0)	20	12	36	36	-	128	200	72
	5	Ethics in Business (EIB 1.0)	20	12	55	12	28	105	200	95
	6	Global Business; The Impact of Policy (GBP 1.0)	20	12	36	36	-	128	200	72

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
Start-up Business	-	100%
Innovation and Growth	-	100%
Raising Finance Capital; Process and Law	-	100%
Agile management	-	100%
Ethics in Business	-	100%
Global Business; The impact of Policy	-	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:

- NCC Education Level 4 Diploma in Business (L4DB).

  OR

- A local or international qualification which is deemed to be of a similar level to the NCC Education L4DB qualification. This must be agreed with NCC Education in advance.

If a potential student whose first language is not English, they will need to obtain a valid score of 5.5 or above in the International English Language Testing System (IELTS) examination or equivalent. Alternatively, take the free NCC Education Higher English Placement Test, which is administered by our Accredited Partner Centres.

  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.

Candidates may only seek reassessment in a previously failed unit.

Syllabus

1. Start-up Business (SUB 1.00)

Module overview

This unit equips learners with the knowledge and skills to evaluate, plan, and operate start-up businesses. It begins by exploring the key features, challenges, and risk profiles of start-ups, along with the role of innovation and entrepreneurial thinking.

Learners will analyse the strategic planning process, including business models, vision alignment, and decision-making tools. The unit also examines how sector trends, technology, and organisational context influence strategy and operations.

A strong focus is placed on developing operational plans supported by digital tools and business continuity principles. Finally, learners will evaluate the importance of effective communication in building stakeholder relationships, brand identity, and credibility in early-stage ventures.

Title	Start-up Business
Unit reference number	A/651/7892
Credits	20
Level	5
Type	Core

Guided Learning Hours	72	**Total Qualification Time**	200 hours

Learning Outcomes: The Learner will:	**Assessment Criteria:** The Learner can:
1. Evaluate characteristics and challenges of start-up businesses	1.1. Define the key features of a start-up business and how it differs from other business types 1.2. Analyse common challenges faced during the early stages of a business life cycle 1.3. Evaluate different types of start-ups and their risk

	profiles 1.4. Explore the role of entrepreneurial mindset and innovation in launching successful ventures
2. Analyse the strategic planning process for launching a start-up	2.1 Describe the stages involved in developing a start-up strategy 2.2 Assess different business models suitable for start-ups across sectors 2.3 Explain the importance of aligning mission, vision, and values in a start-up plan 2.4 Evaluate the use of strategic tools in shaping early decisions
3. Evaluate how organisational context and sector-specific factors influence strategic and operational decision-making	3.1 Analyse the current and future needs of a business sector 3.2 Evaluate the role of IT and software tools in supporting current and future business operations 3.3 Assess the impact of the organisation's sector and strategic direction on a start-up business 3.4 Explain the principles of business continuity, including risk assessment, contingency planning, and disaster recovery 3.5 Analyse how business continuity principles underpin sustainable start-up operations
4. Apply business planning and continuity tools to develop and implement operational strategies	4.1 Research and analyse sector-specific information to inform the development or implementation of a business plan in a start-up context 4.2 Develop and implement an operational plan that aligns with the strategic direction of the organisation 4.3 Analyse and prioritise business activities within an operational plan 4.4 Use digital tools to analyse and monitor performance to drive the implementation of an operational plan 4.5 Implement business continuity measures, including conducting risk assessments, contingency planning, and applying disaster recovery protocols within an operational plan. 4.6 Evaluate the outcomes of an operational plan

5. Analyse the role of effective communication in the development and growth of start-up businesses	5.1 Explain the importance of clear internal and external communication in a start-up environment 5.2 Evaluate how start-ups communicate with key stakeholders 5.3 Analyse the impact of digital communication tools on early-stage business development 5.4 Assess how communication strategies can build credibility, trust, and brand identity in a new business

Syllabus Content			
Topic No.	**Topic title**	**Proportion**	**Course coverage**
1	Start-up Business and Entrepreneurial Thinking	1/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	This session introduces the concept of a start-up business and examines how it differs from other organisational forms such as SMEs or corporations. • Start-ups - designed to scale quickly, often characterised by innovation, lean operations, limited initial resources, and high risk–high reward potential. • SMEs - more stable and focused on gradual growth. • Large corporations - operate with formal structures, significant capital, and established market presence. • Franchises follow a replicated model with proven systems but limited scope for innovation. Learners will explore key characteristics including limited resources, rapid scalability potential, founder-driven culture, and innovation focus. The session will also cover the principles of entrepreneurial thinking, including traits

			such as risk-taking, resilience, adaptability, and opportunity recognition. ***Learning Outcome: 1***
2	Start-up Types and Common Challenges	2/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Industry variations: tech, social, service, retail, manufacturing • High-growth vs lifestyle start-ups • Start-up challenges: legal, financial, resource, scaling • Failure case studies and risk mapping The business lifecycle stages of a start-up, from ideation to maturity, and classifies different types of start-ups (e.g., digital, retail, lifestyle, social enterprise). It analyses the challenges faced in early stages—such as cash flow instability, unclear customer base, regulatory compliance, limited experience, and market entry barriers—and introduces risk profiles based on business type and sectoral context. ***Learning Outcome: 1***
3	The Strategic Planning Process for New Ventures	3/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Stages of start-up strategy: from idea to execution • Short- vs long-term goals • Role of strategic planning in funding and market entry The stages involved in building a strategic framework for a start-up, from setting the vision and mission through to defining short- and long-term goals. Learners will explore the importance of strategic foresight, resource alignment, and environmental scanning in a start-up context.

			The alignment of organisational values and leadership direction will also be analysed. ***Learning Outcome: 2***
4	Business Models and Strategic Tools for Start-ups	4/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Exploring revenue models: freemium, subscription, DTC, agency • Introduction to Business Model Canvas and Lean Canvas • Sector-specific differences in revenue generation Learners will examine different business models applicable to start-ups, including freemium, subscription-based, and platform models. The use of tools such as the Business Model Canvas and Lean Canvas will be explored in detail to understand how start-ups structure their operations, generate revenue, and deliver value. The relevance of SWOT, PESTLE, and competitor analysis in shaping early strategic decisions will be introduced. ***Learning Outcome: 2***
5	Sector Analysis and Market Understanding	5/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Conducting industry research (tools and sources) • Market trends and competitive landscapes • Customer segmentation and pain points Evaluating the current and emerging needs of specific business sectors and how these inform the feasibility of new ventures.

			Learners will explore how to analyse macro and micro environmental trends, regulatory pressures, customer behaviours, and market saturation. Emphasis will be placed on the value of ongoing market and sector research for strategic alignment. ***Learning Outcome: 3, 4***
6	Organisational Context and Strategic Alignment	6/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Analysing how sector trends affect strategy • Strategic direction vs operational feasibility • Adapting to industry change and disruption Building on sector analysis by considering how internal business capabilities, sector-specific regulations, and market positioning influence the strategic direction of a start-up. Learners will assess how an organisation's structure, resources, and core competencies interact with external sector dynamics to inform strategic decision-making and sustainability.
7	Developing Operational Strategies in Start-ups	7/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Operational components: logistics, staffing, budgeting, timelines • Aligning daily operations with strategic goals • Resource planning and scheduling Translating strategy into operational plans. Learners will explore the key components of an operational plan including resource allocation, timeline development, task scheduling, team roles, procurement processes, and performance indicators.

			They will understand how these plans drive implementation and execution in the start-up context. ***Learning Outcome: 4***
8	IT, Digital Systems and Operational Efficiency	8/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	• Using digital tools for planning, collaboration and analytics • Introduction to platforms: Trello, Asana, HubSpot, Xero • IT for customer management and automation The importance of information technology and digital systems in enabling operational efficiency for start-ups. Learners will examine how software tools (CRM systems, accounting platforms, project management tools) support customer engagement, data management, and internal coordination. The role of automation and digital scalability will be covered in relation to growth planning. ***Learning Outcome: 3, 4***
9	Risk, Continuity and Sustainable Operations	9/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	• Definitions: continuity, contingency, disaster recovery • Identifying and mitigating start-up risks • Embedding continuity into planning The principles of business continuity in a start-up setting. Learners will explore risk identification, contingency planning, crisis management, and disaster recovery. The importance of embedding these into the business model to ensure long-term

			viability and stakeholder confidence will be considered. ***Learning Outcome: 3, 4***
10	Monitoring and Evaluating Operational Performance	10/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	• Defining KPIs and success metrics • Feedback loops and continuous improvement • Performance dashboards and action plans How to monitor the effectiveness of an operational plan through key performance indicators, benchmarking, and review frameworks. Topics include performance analysis techniques, variance analysis, and evaluation methods for identifying areas for improvement. This session connects strategic intent with real-world implementation outcomes. ***Learning Outcome: 3, 4***
11	Stakeholder Communication in Start-ups	11/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	• Channels of internal communication: team briefings, project updates • Stakeholder communication strategies (e.g. investor updates) • Barriers and enablers of effective communication in new teams The role of communication in early-stage business development. It explores internal communication practices in small teams, feedback systems, and leadership communication. Learners will also assess methods for stakeholder engagement including presentations to investors, updates to

			partners, and information sharing with employees. ***Learning Outcome: 5***
12	Digital Communication Strategies and Reputation Building	12/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	• Digital tools: email marketing, LinkedIn, Slack, social media • Crafting trust-building narratives • Brand voice and identity for start-ups The strategic use of digital tools to enhance brand identity, credibility, and market presence. Topics include social media strategy, email marketing, brand messaging, and managing digital reputation. Learners will consider how consistent communication and messaging help build trust and attract customers. ***Learning Outcome: 5***

Assessment Type
• 100% Written assignment

References / Reading list

- Burns, P. (2023) *Entrepreneurship and Small Business*. 6th ed. London: Macmillan International.
- Osterwalder, A. and Pigneur, Y. (2010) *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Hoboken: Wiley.
- Barringer, B.R. and Ireland, R.D. (2021) *Entrepreneurship: Successfully Launching New Ventures*. 6th ed. London: Pearson.
- Blank, S.G. (2013) *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. Pescadero, CA: K&S Ranch Press.

- Ries, E. (2011) *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. London: Penguin.
- Johnson, G., Whittington, R. and Scholes, K. (2020) *Exploring Strategy: Text and Cases*. 12th ed. Harlow: FT Publishing.
- Grant, R.M. (2021) *Contemporary Strategy Analysis*. 11th ed. Chichester: Wiley.
- Laudon, K.C. and Laudon, J.P. (2020) *Management Information Systems: Managing the Digital Firm*. 16th ed. Harlow: FT Press.
- Scott, D.M. (2022) *The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video, and Newsjacking to Reach Buyers Directly*. 8th ed. Hoboken: Wiley.
- Neck, H.M., Neck, C.P. and Murray, E.L. (2017) *Entrepreneurship: The Practice and Mindset*. London: Sage.

2. Innovation and Growth (IG 1.00)

Module Overview

This module develops learners' understanding of how organisations innovate, grow, and adapt to change in competitive environments. It explores the strategic role of innovation, the drivers that enable it, and how it can be embedded into business models and operations.

Learners will evaluate strategies for scaling and sustaining growth, assess the implications of expansion, and apply planning tools to support long-term development. The module also covers key approaches to identifying improvement opportunities, leading change, and supporting others through transition.

Finally, the module focuses on continuous improvement, professional development, and the role of learning in driving organisational success. By the end, learners will be equipped to lead innovation, manage growth, and implement effective change in a variety of organisational settings.

Title	Innovation and growth
Unit reference number	D/651/7893
Credits	20
Level	5
Type	Core

Guided Learning Hours	72	**Total Qualification Time**	200 hours

Learning Outcomes: The Learner will:	**Assessment Criteria:** The Learner can:
1. Evaluate principles and drivers of innovation	1.1 Evaluate the importance of innovation in achieving competitive advantage and organisational sustainability 1.2 Analyse internal and external factors that drive innovation within organisations 1.3 Critically assess the role of collaboration,

	knowledge sharing, and networks in supporting innovation 1.4 Evaluate approaches for embedding innovation into business strategies, processes, or models
2. Analyse strategies for growth and scalability	2.1 Analyse key indicators and enablers of organisational growth across different business contexts 2.2 Evaluate strategies for scaling operations, including organic and external growth models 2.3 Critically assess the operational, financial, and people-related implications of business expansion 2.4 Evaluate how strategic planning supports long-term and sustainable business growth
3. Evaluate approaches to identifying, planning and managing change	3.1 Analyse methods to identify organisational improvement opportunities 3.2 Evaluate change management concepts and models 3.3 Analyse the role of leadership in managing organisational change
4. Manage continuous Improvement and lead organisational change	4.1 Identify and prioritise improvement opportunities in different situations 4.2 Plan and implement change initiatives 4.3 Support others through change 4.4 Evaluate the outcomes of improvement and/or change
5. Examine and facilitate continuous improvement	5.1 Analyse the continuous development needs of a team 5.2 Analyse performance data for individuals and teams to identify areas for improvement 5.3 Facilitate learning and continuous professional development for a team 5.4 Seek learning opportunities and continuous professional development for self and a wider team

Syllabus Content			
Topic No.	**Topic title**	**Proportion**	**Course coverage**
1	Innovation and Competitive Advantage	1/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	Introducing the concept of innovation and its critical role in creating and sustaining competitive advantage. Learners will evaluate different forms of innovation including: • Product • Process • Service • Business model and how they influence organisational success in diverse sectors. The session draws on Porter's Generic Strategies to explore how differentiation and innovation can protect against competitive threats. Schumpeter's theory of "creative destruction" and the Resource-Based View (RBV) will underpin discussions on how unique capabilities support sustainable advantage. Case studies will be used to highlight how innovation leads to long-term viability. ***Learning Outcome: 1***
2	Drivers of Innovation – Internal and External Influences	2/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	This session examines the internal and external factors that drive innovation. Internally, factors such as leadership, culture, resources, and organisational structure will be analysed using the McKinsey 7S Framework.

			Externally, learners will assess how forces such as technological developments, market competition, regulation, and socio-economic trends create opportunities or pressures for innovation, guided by a PESTLE analysis. The session also introduces the Innovation Value Chain (Hansen & Birkinshaw), which helps learners visualise how organisations move from idea generation to diffusion and implementation. ***Learning Outcome: 1***
3	Collaboration, Knowledge Sharing and Networks	3/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	This session focuses on the social and organisational mechanisms that support innovation through collaboration and knowledge exchange. Learners will critically assess how partnerships, networks, and knowledge-sharing structures contribute to innovative capacity. The SECI model (Nonaka & Takeuchi) will be used to understand how tacit and explicit knowledge circulate within and between organisations. The Open Innovation model (Chesbrough) will be explored to show how organisations extend their innovation efforts beyond internal R&D. Communities of Practice (Wenger) will also be examined as informal knowledge-sharing systems that foster innovation in teams and networks. ***Learning Outcome: 1***

4	Embedding Innovation in Business Strategy	4/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	How organisations embed innovation into: • Strategic objectives • Processes • Operations. Learners will evaluate strategic: frameworks that support innovation integration, including Kaplan and Norton's Balanced Scorecard, which aligns innovation with organisational performance indicators. The Innovation Ambition Matrix (Nagji & Tuff) will be introduced to illustrate how businesses allocate resources across core, adjacent, and transformational innovation. ***Learning Outcome: 1***
5	Indicators and Enablers of Business Growth	5/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	Analysis of key indicators that signal growth: • Sales trends • Customer acquisition • Operational capacity • Cash flow Learners will explore internal enablers including: • Effective leadership • Strong operational systems • Access to capital and external enablers including: • Favourable market conditions • Funding opportunities

			Greiner's Growth Model will help illustrate how businesses grow in phases and encounter different challenges as they scale. Learners will critically analyse real-world examples of businesses preparing for growth. ***Learning Outcome: 2***
6	Growth and Scaling Strategies	6/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	Evaluation of various growth strategies used by organisations to scale operations. Emphasis is placed on comparing organic strategies (internal expansion) and external strategies (acquisitions, partnerships, franchising). Learners will explore Ansoff's Matrix to understand different growth routes: • Market penetration • Product development • Market development • Diversification The session also introduces Blue Ocean Strategy, which encourages organisations to create new market space rather than compete in saturated markets. Case studies will show how companies have used different scaling approaches in practice. ***Learning Outcome: 2***
7	Implications of Business Expansion	7/12 Lecture: 5 hours Tutorial: 1 hour	This session requires learners to critically assess these implications. Topics include: • Scalability of systems

		Private study: 10 hours	• Supply chain complexity • Organisational restructuring • Cost control Learners will explore financial planning tools to ensure solvency during expansion, and HR planning to manage workforce growth and capacity. Lewin's Force Field Analysis will be applied to understand forces that support or resist expansion. Real examples of failed and successful expansion will be analysed to reinforce learning. ***Learning Outcome: 2***
8	Strategic Planning for Sustainable Growth	8/12 Lecture: 5 hours Tutorial: 1 hour Private study: 10 hours	Strategic planning tools to ensure growth is sustainable and purpose-driven. Learners will engage with SWOT and TOWS analysis to align internal strengths with external opportunities. Strategic foresight and environmental scanning will be explored using PESTLE. The concept of OKRs (Objectives and Key Results) will be introduced as a goal-setting framework to ensure strategy execution aligns with long-term vision. Learners will evaluate how strategic planning supports sustainable growth in different business contexts. ***Learning Outcome: 2***
9	Identifying Opportunities and Managing Change	9/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	This session introduces the concept of organisational improvement and the methods used to identify where change is needed.

			Learners will analyse techniques including: • Benchmarking • Root cause analysis • Performance reviews • Customer feedback systems The session also provides an overview of major change management models including Lewin's Three-Stage Model and Kotter's Eight-Step Process. These models will be compared in terms of practicality and effectiveness across different organisational scenarios. ***Learning Outcome: 3***
10	Leadership and Supporting Others through Change	10/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	This session explores the critical role of leadership in managing and supporting change. Learners will analyse different leadership styles and how they impact change initiatives, with a focus on transformational leadership. Emotional intelligence (Goleman) and situational leadership (Hersey-Blanchard) will be explored to assess how leaders can support teams during transitions. Learners will also explore stakeholder engagement and the importance of communication, trust, and empathy when managing uncertainty. ***Learning Outcome: 3, 4***
11	Implementing and Evaluating	11/12 Lecture: 5 hours Tutorial: 1 hour	Learners will explore the process of planning and implementing change using

	Change Initiatives	Private study: 12 hours	project management techniques and implementation frameworks. Learners will use the PDCA (Plan-Do-Check-Act) cycle and logic models to structure and evaluate change initiatives. Focus will also be placed on the use of KPIs, feedback, and performance data to measure change outcomes. Through case examples, learners will identify what contributes to success or failure in change implementation. ***Learning Outcome: 4***
12	Continuous Improvement and CPD	12/12 Lecture: 5 hours Tutorial: 1 hour Private study: 12 hours	Continuous improvement at both the organisational and personal levels. Learners will analyse performance data to identify individual and team development needs and explore how to facilitate learning using coaching, mentoring, and on-the-job training. Kolb's Experiential Learning Cycle and the CPD Planning Cycle will be used to structure professional development strategies. Learners will also explore how to promote a culture of learning and reflective practice across an organisation. ***Learning Outcome: 5***

Assessment Type
• 100% written assignment

References / Reading list
Tidd, J. and Bessant, J. (2020). *Managing Innovation: Integrating Technological, Market and Organizational Change*. 7th ed. Chichester: Wiley. Johnson, G., Scholes, K. and Whittingham, R. (2020). *Exploring Strategy: Text and Cases*. 12th ed. Harlow: Pearson Education. Cameron, E. and Green, M. (2020). *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*. 5th ed. London: Kogan Page. Pedler, M., Burgoyne, J. and Boydell, T. (2013). *A Manager's Guide to Leadership: An Action Learning Approach*. 2nd ed. London: McGraw-Hill. Kolb, D.A. (2015). *Experiential Learning: Experience as the Source of Learning and Development*. 2nd ed. New Jersey: Pearson FT Press. Chesbrough, H.W. (2006). *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Boston: Harvard Business School Press. Kotter, J.P. (2012). *Leading Change*. Boston: Harvard Business Review Press. Senge, P.M. (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization*. 2nd ed. London: Random House. Hill, C.W.L., Jones, G.R. and Schilling, M.A. (2014). *Strategic Management: Theory: An Integrated Approach*. 11th ed. Stamford: Cengage Learning. Oakland, J.S. (2014). *Total Quality Management and Operational Excellence: Text with Cases*. 4th ed. London: Routledge. Barsh, J., Capozzi, M.M. and Davidson, J. (2008). *Leadership and Innovation*. *McKinsey Quarterly*, 1(1), pp.36–47. OECD (2023). *Innovation in Firms: A Microeconomic Perspective*. Paris: OECD Publishing.

3. Raising Finance Capital; Process and Law (RFC 1.00)

Module overview

This course focuses on the various methods and legal considerations involved in raising capital for a business. It provides a strong foundational understanding of business law, finance, and corporate governance. This topic explores the intricate process of securing finance for businesses while understanding the legal and regulatory framework involved.

Title	Raising Finance Capital: Process and Law
Unit reference number	F/651/7894
Credits	20
Level	5
Type	Core

Guided Learning Hours	72 hours	**Total Qualification Time**	200 hours

Learning Outcomes: The Learner will:	**Assessment Criteria:** The Learner can:
1. Be able to explain how businesses raise finance capital	1.1. Explain some ways that businesses raise finance capital 1.2. Assess the ways that businesses raise finance capital 1.3. Critically evaluate the ways that businesses raise finance capital
2. Be able to explain Equity Finance	2.1 Explain the concept of equity finance 2.2 Assess the ways that businesses manage equity finance 2.3 Critically analyse the ways that businesses manage equity finance

3. Be able to describe the requirement and process of debt finance	3.1 Describe what debt finance is 3.2 Analyse the process of debt finance 3.3 Critically assess the use of debt finance to a business
4. Be able to explain hybrid finance	4.1 Describe the term hybrid finance 4.2 Assess when hybrid finance is used by businesses 4.3 Critically analyse the use of hybrid finance to a business
5. Understand the legal framework for raising finance	5.1 Describe the need for a legal framework for raising finance 5.2 Assess the need for a legal framework for raising finance 5.3 Critically analyse the need for a legal framework for raising finance
6. Be able to describe the due diligence process	6.1 Explain the concept of the due diligence process 6.2 Analyse the requirement for a due diligence process 6.3 Critically evaluate the due diligence process
7. Be able explain corporate governance and Raising Capital	7.1 Explain corporate governance and raising finance 7.2 Assess the need for corporate governance when raising capital 7.3 Evaluate the need for corporate governance when raising capital
8. Understand the risks and regulations when raising capital	8.1 Explain the risks when raising capital 8.2 Analyse the regulations needed when raising capital 8.3 Critically assess the issue of risks and regulations when raising capital
9. Be able to explain the international	9.1 Describe the international considerations when raising finance

considerations in raising capital	9.2 Assess the various international considerations in raising finance 9.3 Evaluate the application of international considerations in raising capital
10. Be able to describe the exit strategies for investors	10.1 Describe the exit strategies for investors 10.2 Assess the reasons for exit strategies 10.3 Critically assess the use of exit strategies for investors

Syllabus Content			
Topic No.	**Topic title**	**Proportion**	**Course coverage**
1	Overview of Raising Finance Capital	1/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	• Types of Finance - An introduction to different types of capital that businesses can raise, including equity, debt, and hybrid forms (e.g., convertible bonds, mezzanine financing). • Purpose of Raising Capital: Exploring why businesses seek capital, such as for expansion, operations, debt refinancing, or R&D (research and development). ***Learning Outcome: 1***
2	Equity Finance	2/12	• Issuing Shares: The process of raising capital by issuing new

		Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	shares to investors in exchange for equity in the company. • Private Placements and Public Offerings: Distinction between private placements (raising capital from a select group of investors) and public offerings (such as Initial Public Offerings, or IPOs). • Investor Relations: Understanding the role of investors, shareholder agreements, and the implications of giving up equity ownership in the company. ***Learning Outcome: 2***
3	Debt Finance	3/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	• Loans and Bonds: How businesses can raise funds through loans • Convertible Debt: Financing through debt instruments that can be converted into equity, • Corporate Bonds: The process of issuing bonds to raise funds, including terms, interest rates, and repayment schedules. ***Learning Outcome: 3***
4	Hybrid Financing	4/12	

		Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	• Mezzanine Financing: blends debt and equity, typically used for high-risk ventures. • Preferred Stock: financing that gives certain rights to shareholders, such as preferential treatment for dividends or liquidation. ***Learning Outcome: 4***
5	The Legal Framework for Raising Finance	5/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	• Securities Laws: the legal requirements when offering securities to the public or investors, including registration and disclosure requirements. • Regulatory Bodies: The role of regulatory authorities such as the Financial Conduct Authority (FCA) in the UK, the Securities and Exchange Commission (SEC) in the US, or similar bodies in other countries • Prospectus Requirements: Legal obligations to produce a prospectus when offering shares or securities to the public • ***Learning Outcome: 5***
6	Due Diligence Process	6/12	• Business Valuation: Business valuation when raising capital,

		Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	including the use of financial models, market comparisons, and risk assessments. • Due Diligence: process where investors assess the financial health, business model, and potential risks of the company seeking to raise capital. • Legal and Financial Advisors: roles of legal and financial advisors when raising capital and ensuring compliance ***Learning Outcome: 6***
7	Corporate Governance and Raising Finance	7/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 10 hrs	• Board Approval: the role of the board of directors • Shareholder Approval: when shareholder approval is necessary (e.g., issuing new shares, changes to the company structure). • Legal Structure of the Deal: How the terms of the capital raising, including rights, obligations, and potential exit strategies, are structured. ***Learning Outcome: 7***

8	Risk and Regulation in Raising Capital	8/12
		
		Lectures: 3 hrs
		
		Tutorials: 3 hrs
		
		Private study: 10 hrs
			• Risk Factors: Legal and financial risks for businesses and investors
			  ○ Insolvency
			  ○ Non-compliance
			  ○ The failure to meet financial obligations.
			• Compliance with Financial Regulations
			• Anti-money Laundering (AML) Laws:
			
			Learning Outcome: 8

9	International Considerations in Raising Capital	9/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	• Cross-border Capital Raising: ○ international investors ○ the challenges of complying with different legal frameworks across countries. • Global Markets ○ raising capital through global financial markets • Exchange Rates and Currency Risk ***Learning Outcome: 9***

10	Exit Strategies for Investors	10/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	• Exit Mechanisms ○ Selling shares ○ Buybacks ○ Mergers ○ Acquisitions. • Initial Public Offering (IPO) Mergers and Acquisitions (M&A): Legal considerations in capital raising ***Learning Outcome: 10***
11	Student Preparation to consider how to Raise Finance Capital: Process and Law	11/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	• Areas to consider in raising finance capital • When finance capital would be required and how to raise it ***Learning Outcome: 1 – 10***
12	Assessment preparation	12/12 Lectures: 3 hrs Tutorials: 3 hrs Private study: 12 hrs	Review of course content to prepare students for assessment ***Learning Outcome: 1 – 10***

Assessment Type
• *100% Assignment*

References / Reading list
Brealey, R.A., Myers, S.C., Allen, F. & Edmans, A. (2025) *Principles of Corporate Finance*. 14th ed. New York: McGraw-Hill Damodaran, A. (2001) *Corporate Finance: Theory and Practice*. 2nd ed. New York: Wiley Berk, J., DeMarzo, P. & Harford, J. (2023) *Fundamentals of Corporate Finance*. 6th ed. London: Pearson

4. Agile and Responsive Leadership (ARL 1.00)

Module overview

Agile and responsive leadership is important in modern business as it provides a flexible, collaborative, value adding and customer centric approach to resolving issues and delivering successful projects.

This module enables students to develop the skills of an agile manager, apply relevant tools to deliver agile projects and teams and to compare the successes and failures of companies implementing the agile approach. By the end of the module students will be able to identify their strengths and weaknesses in agile management and develop a plan to become a skilled agile manager.

Title	Agile and Responsive Leadership
Unit reference number	H/651/7895
Credits	20
Level	5
Type	Core

Guided Learning Hours	72 hours	**Total Qualification Time**	200 hours

Learning Outcomes: The Learner will:	Assessment Criteria: The Learner can:
1. Assess the importance and value of Agile Management in dealing with modern business challenges	1.1 Define agile management and explain how it differs from other types of management 1.2 Examine the evolution of management to an adaptive and agile management approach 1.3 Explore the principles of agile and the agile manifesto

	1.4 Demonstrate an understanding of the qualities of an agile manager 1.5 Assess the challenges of implementing agile and barriers to agile transformation 1.6 Evaluate the role of agile management in dealing with modern day challenges
2. Explore the different tools and techniques that can be used as part of an agile management approach	2.1 Analyse the main aims and intended results of an agile management approach 2.2 Examine the different tools and techniques that can be used by managers and applied to projects 2.3 Assess the benefits of an agile management approach with the integrated use of appropriate tools and techniques 2.4 Manage and influence project activity to deliver within budget and resource requirements 2.5 Present outcomes to stakeholders using different types of media
3. Analyse the role of lean practices in an agile management approach	3.1 Define what lean operations are and their aims 3.2 Compare and contrast the approaches of agile management and lean operations 3.3 Examine the leadership principles and methods that can be used to achieve a successful lean operation 3.4 Justify the advantages of a combined agile management and lean operations approach for a manager 3.5 Explain the origins of lean operations and companies who have adopted its practices 3.6 Explore organisational successes applying a lean operations approach
4. Examine the importance and use of agile project	4.1 Justify an agile project management approach to achieve success in delivering projects

management in building an effective team to deliver project success	4.2 Examine the structure and different team roles of an agile project team 4.3 Appraise team effectiveness and propose ways to develop a highly effective team with use of appropriate models/theories 4.4 Explore different modes of communication to assist agile project management 4.5 Apply different techniques to deliver a successful agile project management outcome 4.6 Explore organisational successes and failures applying an agile management approach
5. Analyse the principles of people management	5.1 Analyse different approaches to people management 5.2 Examine influencing and negotiation models and techniques 5.3 Evaluate conflict resolution and mediation processes 5.4 Analyse the tools and techniques of effective leadership and management 5.5 Analyse coaching and mentoring techniques 5.6 Analyse problem solving and decision-making techniques 5.7 Evaluate ways to support an inclusive culture 5.8 Analyse ways to identify, manage and prioritise stakeholder relationships
6. Demonstrate responsive leadership and management	6.1 Identify problems and provide solutions 6.2 Influence and negotiate with stakeholders to shape and agree goals and outcomes 6.3 Manage and set goals and accountabilities for individuals and a team

	6.4 Lead and influence a team and individuals to support an inclusive culture of equity, diversity, and the promotion of well-being 6.5 Motivate team members and individuals through collaborative activities

Syllabus Content-			
Topic No.	**Topic title**	**Proportion**	**Indicative Content (250 words)**
1	Introduction to Agile Management	1/12 Lecture: 3 hrs Tutorial 3 hrs Private study: 10 hrs	• Definition of agile management and its importance in modern business • Evolution of management to an adaptive and agile management approach • Distinguishing features of an agile management approach • Flexibility • Collaboration • Added value • Customer satisfaction • Continuous Professional Development (CPD) • Comparisons with other management approaches • Autocratic • Democratic • Laissez Faire • Consultative

			• Transformational • Transactional • Collaborative • Comparison with Management theories • Classical Management theory • Human Relations Theory • Scientific Management Theory • Contingency Management Theory • Success rates of agile transformations • Qualities of an agile manager • Manifesto of Agile Management ***Learning Outcome 1***
2	Principles, tools and techniques used in the application of an agile management approach	2/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	• Twelve Principles of Agile Management (in order): 1. Customer Satisfaction through Early and Continuous Delivery 2. Welcome Changing Requirements, Even Late in Development 3. Deliver Working Software Frequently 4. Business Stakeholders and Developers Must Work Together Daily 5. Build Projects Around Motivated Individuals

			6. Face-to-Face Communication is the Best Form of Communication 7. Working Software is the Primary Measure of Progress 8. Maintain a Sustainable Development Pace 9. Continuous Attention to Technical Excellence and Good Design 10. Simplicity – The Art of Maximising the Amount of Work Not Done 11. Self-Organising Teams 12. Regular Reflection and Adaptation • Tools and techniques to assist with agile management • Stand-up meetings • Short iterations/sprint planning • Scrum • Coaching and Mentoring • Retros • Showcasing • Planning and Refinement • Feedback loops • Lean • Six Sigma • Complimentary types of leadership • Servant leadership • Adaptive leadership

			Learning Outcomes 1 and 2
3	Applying lean and quality methods as part of an agile management approach	3/12 Lecture: 3 hrs Tutorial 3 hrs Private study: 10 hrs	• Definition of lean operations, aims and its importance in accompanying agile management • Leadership principles of lean • Taiichi Ohno's Seven Wastes • Transportation • Inventory • Motion • Waiting • Overproduction • Overprocessing • Defects • Definition of Six Sigma • Six Sigma aims and benefits • Methodologies of Six Sigma • DMAIC • DMADV • Tools and techniques • Process mapping • Kanban • 5 Whys • Root cause analysis • Plan-Do-Check-Act • Pareto chart • Benefits of lean and six sigma in operations

			• How to measure the impact of lean and quality operations • Costs • Profitability • Time for processes and activities • Quality • Organisation's value proposition • Impact of solutions ***Learning Outcome: 2 & 3***
4	Agile Project Management	4/12 Lecture: 3 hrs Tutorial 3 hrs Private study: 10 hrs	• What is agile project management • Roles in an agile project team • Scrum master • Product Owner • Team • Team dynamics and size • Planning of agile projects • Project management tools • Gantt charts • PERT analysis • Critical path • Comparing Agile to Waterfall project management methods: • Phases • Flexibility and adaptability • Team dynamics

			• Business case for agile and waterfall project management approaches • Methods of communication • Estimating tasks and efforts • Tracking project to successful completion • Benefits of agile project management ***Learning Outcome: 4***
5	Agile Management in Practice	5/12 Lecture: 3 hrs Tutorial 3 hrs Private study: 10 hrs	• Reasons for companies adopting agile management techniques • Company examples of successes with the use of agile management • Microsoft • ING Bank • Walmart • UK Government, Digital Services • Spotify • Siemens • Lego • Company examples of failures with the use of agile management • Siren – am ICT suite for Surrey Police • Universal Credit • Project X ***Learning Outcomes: 3 & 4***

6	Making Transformational change happen	6/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	• What is transformational change? • Implementing transformational change • Cultural considerations • Companies who have implemented transformational change by applying agile techniques • Benefits of transformational change • Reasons for success and failures through transformational change • Lessons learned to incorporate in future projects to implement major changes • Practitioners' views on these modern methods of transformational change ***Learning Outcome: 1 and 6***
7	Managing people	7/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	Approaches to people management to include: Recruitment: • Traditional Recruitment (e.g. advertising, interviews) • Internal vs. External Recruitment • Inclusive Recruitment Practices (removing bias, diverse panels) Performance Management: • Annual Appraisals vs. Continuous Feedback

			• Objectives-Based Management (e.g. SMART goals, KPIs • 360-Degree Feedback Reward: • Financial Rewards: bonuses, commissions, pay scales • Non-Financial Rewards: recognition, wellbeing initiatives, flexibility • Total Reward Approach: combines both to motivate and retain Talent Management: • Succession Planning • Teambuilding • Belbin's Team Inventory • Tuckman and Jensen's Team development model • Career Development Pathways • Learning and Development Planning Resource Planning: • Workforce Planning: matching skills to current/future needs • Flexible Resourcing: part-time, freelance, agile teams • Forecasting Tools: using data to plan for seasonal or strategic shifts • Skills Gap Analysis Influencing/negotiation/conflict management techniques:

			• Yukl and Falbe influencing techniques • Kilmann's conflict handling model • Competing, Quick decisions; assertive but potentially damaging • Collaborating, Long-term solutions; win-win; takes time • Compromising, Time-limited solutions; everyone gives a little • Avoiding, Low-stakes issues; buying time; not sustainable • Accommodating, preserving harmony; yields to others Activities for learners to practice skills above using case studies/role play ***Learning Outcomes: 4 & 5***
8	Principles of coaching	8/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	Coaching- Definitions & Principles **Coaching**: • Purpose - Improve performance, develop specific skills • Focus - Goal-driven and performance-focused • Style - Non-directive (asks questions, helps find solutions) • Relationship - Often short to medium-term, task-specific • Expertise - Coach may not need to be an expert in the subject

			• Structure - Structured sessions with goals and outcomes Models and theories: GROW – coaching - **G – Goal** This stage focuses on what the coachee wants to achieve. The goal should be clear, specific, and meaningful. It can be a short-term objective or a longer-term aspiration. **R – Reality** In this stage, the coach helps the coachee explore their current situation. It's about gaining a clear and honest picture of where things stand now. **O – Options** This is the creative part of the conversation. The coach encourages the coachee to consider different ways forward and explore all possible solutions or strategies. **W – Will (or Way Forward)** This final stage is about commitment and action. The coachee decides what they will do, when they will do it, and how they will stay accountable. Benefits of coaching: • Improved Performance • Enhanced Self-Awareness • Increased Accountability • Skills Development

			• Boosted Motivation • Personal and Professional Growth • Improved Relationships Ethical considerations and boundaries: • Confidentiality and trust • Power dynamics • Knowing when to refer or stop • Contracting and expectations • Cultural sensitivity and inclusion Activities for learners to practice skills above using case studies/role play ***Learning Outcomes: 5***
9	Principles of Mentoring	9/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	Mentoring - Definitions and Principles **Mentoring:** Purpose - Support long-term career and personal development Focus - Growth-focused and guidance-oriented Style - Often directive (offers advice, shares experience) Relationship - Usually long-term, relationship-focused Expertise - Mentor usually has experience in the mentee's field Structure - Can be informal, flexible, and responsive

			CLEAR – mentoring - **C – Contracting** This is the foundation of the mentoring relationship. It involves agreeing on how the relationship will work, what the expectations are, and setting boundaries around confidentiality, frequency of meetings, and goals. **L – Listening** The mentor creates a safe space for the mentee to talk openly. Active listening, empathy, and withholding judgement. **E – Exploring** This stage helps the mentee reflect more deeply on their situation, challenges, and aspirations. The mentor can guide the exploration by sharing relevant experience and helping the mentee see different perspectives. **A – Action** Once clarity is achieved, the mentor supports the mentee in deciding what they will do next. This is about turning ideas into action. **R – Review** Mentor and mentee reflect on progress and the effectiveness of the mentoring relationship. This helps the mentee stay accountable and also allows both parties to decide if the mentoring relationship continues or changes. Benefits of mentoring: • Career Development

			• Knowledge Transfer • Personal Support and Guidance • Improved Confidence • Networking Opportunities • Increased Job Satisfaction and Retention • Leadership Development Activities for learners to practice skills above using case studies/role play ***Learning Outcomes: 5***
10	Leadership in Action – Supporting an Inclusive culture	10/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	Supporting an Inclusive Culture: • An inclusive culture is one where all individuals feel valued, respected, and have equal access to opportunities, regardless of race, gender, disability, age, etc. • Leadership's role in fostering and supporting inclusivity. This includes creating policies, systems, and a workplace environment that promotes diversity and inclusivity. Leadership strategy for an inclusive culture: • Leadership Commitment: Setting the tone from the top and modelling inclusive behaviours. • Diversity Training: Offering training that raises awareness about diversity and unconscious bias.

			• Inclusive Policies: Creating policies and systems that promote equality in hiring, career advancement, and pay. • Employee Resource Groups: Establishing forums for employees from diverse backgrounds to connect and share experiences. • Safe Spaces: Providing opportunities for employees to speak freely about their experiences and challenges. Stakeholder Relationship Management: • Stakeholders: Any group or individual who can affect or is affected by an organisation's activities (e.g., employees, customers, investors, suppliers, regulators). • Stakeholder prioritisation is critical to ensuring that resources are focused on the most influential and important relationships. Techniques for Identifying and Managing Stakeholders: Stakeholder Mapping: Power-Interest Matrix to classify stakeholders based on their level of influence and interest in your project. • RACI Matrix: Assigning roles (Responsible, Accountable, Consulted, Informed) to clarify stakeholder engagement in tasks.

			• Stakeholder Engagement Plans: Developing strategies to engage with different types of stakeholders based on their influence and needs. ***Learning outcome 5 & 6***
11	Leadership in action – performance management	11/ 12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	Applying motivational techniques to boost team morale • Maslow's Hierarch of Needs • Herzberg Two factor Theory • McGregor X and Y Theory Management/Leadership approaches and styles that encourage individual and team development Setting Goals and Accountabilities for Individuals and Teams: • SMART Goals: Specific, Measurable, Achievable, Relevant, Time-bound goals are essential for clarity and accountability. • Performance Metrics: Establishing clear, measurable criteria to track individual and team progress. Including KPIs. Key Performance Indicators (KPIs): • KPIs are used to measure the success of an individual, team, or organisation. • Examples: o Financial KPIs: Profit margins, revenue growth, return on investment (ROI). o Customer KPIs: Customer satisfaction, customer retention

			rate, Net Promoter Score (NPS). ○ Operational KPIs: Production efficiency, downtime, order fulfilment speed. Balanced Scorecard: • Definition: A comprehensive framework that evaluates performance from four perspectives: financial, customer, internal business processes, and learning and growth. • Application: The balanced scorecard allows leaders to measure performance across different areas, ensuring alignment with long-term strategic goals. Techniques: • Goal Setting: How to align individual and team goals with organisational objectives. • Delegating Responsibility: Ensuring clear lines of accountability and ownership. • Regular Check-ins: Holding regular performance reviews to assess progress and adjust goals as needed. ***Learning Outcome: 2 & 6***
12	Revision and assignment support	12/12 Tutorial: 3 hrs	• Revision of topics 1 – 11 to apply to assignment • Students to continue with assignment completion • Seek tutorial support if needed

		Private study: 12 hrs	• Schedule presentations (if necessary) ***Learning Outcome: 1 – 7***

Assessment Type
• Assignment – 100%

References / Reading list

- APM, Body of Knowledge (2019). 7thn Edition. Published by Association of Project Management
- Franklin, M. (2021). Agile Change Management. A practical framework for successful change planning and implementation. Prosper Consulting Inc., The Tech Academy.
- Pabst, D. (2021) The Nine Principles of Agile Planning. Create Nimble and Dynamic Forecasting in Your Organisation. Kindle Edition
- Ries, J. (2018). Agile Project Management. The complete step by step beginners guide to agile project management and software development. Kindle Edition
- Stanley, J.C. and Gross, E. D. (2020). Project Management Handbook – Simplified Agile, Scrum and DevOps for Beginners
- Stokes, A. (2021). Empowered Agile Transformation: Beyond the Framework. Agily Pty Ltd Publishing. Kindle Edition.

5. Ethics in Business (EIB 1.00)

Module overview

The Ethics in Business module provides students with a comprehensive understanding of the key ethical principles and challenges businesses face in today's dynamic environment. Throughout the module, students will explore the importance of business ethics, learning how ethical decision-making influences business reputation, stakeholder trust, and long-term success. They will identify both ethical and unethical business practices and understand how businesses can adhere to ethical principles to make responsible decisions.

The module also delves into the role of stakeholders, corporate social responsibility (CSR), and corporate governance in promoting ethical behaviour and accountability. Students will examine how businesses can contribute to sustainability, addressing ethical issues such as fair trade, responsible sourcing, and environmental impact. Additionally, students will investigate emerging ethical issues, including data privacy, discrimination, and fair pay, while gaining insight into ethical decision-making models to navigate real-world dilemmas. This module equips students with the knowledge and skills necessary to approach business decisions with integrity and responsibility, preparing them for ethical leadership in their careers.

Title	Ethics in Business
Unit reference number	J/651/7896
Credits	20
Level	5
Type	Core

Guided Learning Hours	84	**Total Qualification Time**	200 hours

Learning Outcomes: The Learner will:	**Assessment Criteria:** The Learner can:
1. Analyse the Importance of Business Ethics	1.1 Analyse different conceptualisations of business ethics from an organisational perspective 1.2 Evaluate the historical foundations and evolution of business ethics

	1.3 Examine how ethical value systems contribute to business performance 1.4 Analyse the extent of ethical misconduct in the workplace and the factors that create pressure for unethical behaviour
2. Analyse Stakeholder Relationships, Social Responsibility, and Corporate Governance	2.1 Analyse the roles of stakeholders in business ethics 2.2 Explain the concept of social responsibility and its significance in business 2.3 Examine the relationship between stakeholder orientation and social responsibility 2.4 Assess how stakeholder orientation contributes to the development of corporate social responsibility 2.5 Analyse the role of corporate governance in shaping ethics and social responsibility in business 2.6 Evaluate the key steps involved in implementing a stakeholder perspective in social responsibility and business ethics
3. Analyse Ethical and Social Responsibility Aspects of Sustainability	3.1 Analyse the connection between sustainability, ethical decision-making, and social responsibility 3.2 Examine global environmental issues related to the atmosphere, water, and land 3.3 Assess key environmental legislation relevant to sustainability 3.4 Compare different renewable energy sources as sustainable alternatives 3.5 Evaluate how businesses respond to sustainability, with a focus on green marketing and greenwashing 3.6 Recommend strategic approaches for implementing sustainability in business practices
4. Analyse Emerging Business Ethics Issues and Ethical Decision-Making	4.1 Analyse ethical issues within the context of organisational ethics 4.2 Examine how ethical issues relate to the fundamental values of honesty, fairness, and integrity 4.3 Assess various forms of unethical behaviour, including misuse of company resources, abusive conduct, conflicts of interest, bribery, discrimination, fraud, and financial misconduct 4.4 Evaluate the challenges involved in identifying ethical issues in business 4.5 Examine ways to manage ethics issues in technology 4.6 Examine various forms of ethical decision making 4.7 Analyse ethics and values-based leadership theory and principles

Syllabus Content			
Topic No.	**Topic title**	**Proportion**	**Course coverage**
1	The Importance of Business Ethics	1/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	• Business Ethics Defined: ○ How the field of business ethics questions whether specific business practices are acceptable. ○ How business ethics is controversial, and there is no universally accepted approach for resolving ethical issues. ○ How values and judgments play a critical role in the making of ethical decisions. ○ Key Definitions • The Study of Business Ethics: • A Crisis in Business Ethics ○ Ethical misconduct ○ Workplace integrity, which is the pressure to compromise organisational standards, observed misconduct, reporting of misconduct when observed, and retaliation against reports. • Specific Issues ○ Misuse of company resources, ○ Misconduct within an organisation. ○ Regardless of an individual's beliefs about a particular action, if society judges it to be unethical or wrong, new legislation usually follows. • The Reasons for Studying Business Ethics ○ An individual's personal values and moral philosophies are only one factor in the ethical decision-making process. ○ Business strategy decisions involve complex and detailed discussions. ○ The morals people learn from family, religion, and school may not provide specific guidelines for complex business decisions. • The Development of Business Ethics: ○ Before the 1960's ○ The 1960s: The Rise of Social Issues in Business ○ The 1970s: Business Ethics as an Emerging Field

			○ The 1980s: Business Ethics Reaches Maturity ○ The 1990s: Institutionalisation of Business Ethics ○ The 2000s: Twenty-First Century of Business Ethics ○ The 2010s: New Challenges in Business Ethics ○ The 2022's and beyond ***Learning Outcome: 1***
2	The Benefits of Business Ethics	2/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	Developing Organisational and Global Ethical Culture ○ Compliance and ethics initiatives in organisations and how they are designed to help establish appropriate conduct and core values. ○ How the ethical component of a corporate culture relates to the values, beliefs, and established and enforced patterns of conduct that employees use to identify and respond to ethical issues. The Benefits of Business Ethics ○ How the field of business ethics is rapidly changing as more firms recognise the benefits of improving ethical conduct and the link between business ethics and financial performance. ○ Rewards for being more ethical and socially responsible in business ○ How ethics contributes to employee commitment ○ How ethics contributes to investor loyalty ○ How ethics contributes to customer satisfaction ○ How ethics contributes to profits ○ How ethics is becoming part of management's efforts to achieve competitive advantage. ***Learning Outcome: 1***
3	Stakeholder Relationships	3/12	• How Stakeholders Define Ethical Issues in Business • Key Definitions

	and Social Responsibility	Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	• Building effective relationships • How a stakeholder framework helps identify the internal stakeholders and external stakeholders and other groups who agree, disagree, collaborate, and engage in normal business transactions. • The relationship between companies and their stakeholders • Identifying Stakeholders o Primary stakeholders are those whose continued association is necessary for a firm's survival (employees, customers, investors, and stockholders, governments and communities that provide necessary infrastructure). o Secondary stakeholders do not typically engage in transactions and are not essential for its survival (the media, trade associations, and special-interest groups). • Stakeholder Orientation o The degree to which a firm understands and addresses stakeholder demands. A stakeholder orientation involves "activities and processes within a system of social institutions that facilitate and maintain value through exchange relationships with multiple stakeholders." o How stakeholder orientation comprises three sets of activities. o Generating data about stakeholders relevant to the organisation. o Identifying the concerns about the business that are relevant to each stakeholder group. • Social Responsibility and Business Ethics o How the concepts of ethics and social responsibility are often used interchangeably, although each has a distinct meaning. o Corporate social responsibility (CSR) and business ethics are not the same, but they are interrelated, and both are important to integrity. o Four levels of social responsibility—economic, legal, ethical, and philanthropic—and they can be viewed as steps. o Corporate citizenship is often used to express the extent to which businesses strategically meet the economic, legal, ethical, and philanthropic responsibilities

			placed on them by their various stakeholders. ○ Four interrelated dimensions. ○ Reputation is one of an organisation's greatest intangible assets with tangible value. • Issues in Social responsibility ○ Social responsibility rests on a stakeholder orientation. ○ Companies are looking at broader issues that consider the long-term welfare of society; each stakeholder is given due consideration. ○ Long-term relationships with stakeholders develop trust, loyalty, and the performance necessary to maintain profitability. ○ Issues generally associated with social responsibility can be separated into four general categories: social issues, consumer protection, sustainability, and corporate governance. • Social Responsibility and the Importance of a Stakeholder Orientation ***Learning Outcome: 2***
4	Stakeholder Relationships and Corporate Governance	4/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	How Corporate Governance Provides Formalised Responsibility to Stakeholders ○ What is Corporate Governance ○ The role of Corporate Governance ○ How the failure to balance stakeholder interests can result in a failure to maximise shareholders' wealth ○ To remove the opportunity for employees to make unethical decisions, most companies have developed formal systems of accountability, oversight, and control—known as corporate governance. ○ Views of Corporate Governance ○ The Role of Boards of Directors ○ Greater Demands for Accountability and Transparency ○ Executive Compensation ○ Implementing a Stakeholder Perspective: ✓ Step 1: Assessing the Corporate Culture

			To enhance organisational fit, a social responsibility program must align with the corporate culture of the organisation. ✓ Step 2: Identifying Stakeholder Groups In managing this stage, it is important to recognise stakeholder needs, wants, and desires. ✓ Step 3: Identifying Stakeholder Issues This step involves understanding the nature of the main issues of concern to primary stakeholders. ✓ Step 4: Assessing Organisational Commitment to Social Responsibility ✓ Step 5: Identifying Resources and Determining Urgency ✓ The prioritisation of stakeholders and issues, along with the assessment of past performance, provides guidance for allocating resources. ✓ Step 6: Gaining Stakeholder Feedback ✓ Stakeholder feedback can be generated through a variety of means. ○ Contributions of a Stakeholder Perspective ***Learning Outcome: 2***
5	Ethical and Social Responsibility Aspects of Sustainability	5/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	• Defining Sustainability • Key Definitions • How Sustainability Relates to Ethical Decision Making and Social Responsibility ○ Sustainability, like social responsibility, seeks to maximise positive and minimise negative impacts on stakeholders; therefore, sustainability issues fit the stakeholder orientation model. ○ How sustainability relates to ethical decision making. ○ Corporate social responsibility creates long-term favorable stakeholder responses and increases employees' company identification and commitment. ○ Sustainability, social responsibility, and ethics are not interchangeable.

			• Reasons social responsibility is such an issue for businesses: ○ Sustainable business practices can create competitive advantage. ○ Information about organisations, both negative and positive, is readily available. ○ Organisations can use their products and brand identity to create social value, quality, and consumer loyalty. ○ Companies are using their sustainable and socially responsible decisions to differentiate their firms and promote their products. Business Response to Sustainability Issues • Green Marketing • Greenwashing ***Learning Outcome: 3***
6	Ethical and Social Responsibility Aspects of Sustainability	6/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	• Global Environmental Issues: ○ Air Pollution ○ Acid Rain ○ Climate Change ○ Water ○ Land ○ Waste Management ○ Carbon Emissions ○ Deforestation • Environmental Legislation ○ Environmental Protection Agency ○ Environmental regulations • Alternative Energy Sources ○ Wind power ○ Geothermal power ○ Solar power ○ Nuclear power ○ Biofuels ○ Hydropower • Strategic Implementation of Environmental Responsibility ○ The adoption of sustainability practices can be a strategy for differentiation that can lead to good financial performance.

<table>
<tr><td></td><td></td><td></td><td><li style="list-style:circle">The importance for businesses to be holistic in implementing sustainability practices.
Learning Outcome: 3</td></tr>
<tr><td>7</td><td>Emerging Business Ethics Issues</td><td>7/12
Lecture:5 hrs
Tutorial: 1
Seminar:2 hrs
Private Study:8 hrs</td><td>Recognising an Ethical Issue
Ethical Awareness
How ethical issues typically arise
Failure to acknowledge ethical issues
What is an ethical issue in business
Key Definitions
Foundational Values for Identifying Ethical Issues
Understanding foundational values can help identify and develop discussions and a constructive dialogue on appropriate conduct.
Integrity
Honesty
Dishonesty
Fairness
Emerging Ethical Issues and Dilemmas in Business
What is an ethical issue
What is an ethical dilemma
Misuse of company time
Abusive or intimidating behaviour
Lying
Conflict of interest
Bribery
Corporate intelligence
Discrimination
Sexual Harassment
Fraud
Financial misconduct
Resolving Ethical Business challenges
Learning outcome 4</td></tr>
<tr><td>8</td><td>Managing ethics issues in technology</td><td>8/12
Lecture:5 hrs
Tutorial: 1
Seminar:2 hrs
Private Study:8 hrs</td><td>Defining Technology
Technology
Technology disruption
Technology Ethics
Technologies to watch
Ethical issues in technology
Privacy
Surveillance
Employee privacy
Intellectual property</td></tr>
</table>

			○ Cybercrime ○ The Digital Divide ○ Biotechnology • Managing Ethics Issues in Technology ○ It can be difficult to identify potential issues with emerging technology, especially as the rate of technological development increases; however, firms have an obligation to take a proactive approach to technology that considers social responsibility. • The Future of Technology Ethics ○ AI ○ M2M ○ Bandwidth ○ 5g Network • Challenges in Technology Ethics ***Learning Outcome: 4***
9	Ethical Decision-Making	9/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:8 hrs	• A Framework for Ethical Decision Making in Business ○ This model of the ethical decision-making process in business includes ethical issue intensity, individual factors, and organisational factors such as corporate culture and opportunity. All of these interrelated factors influence the evaluations of and intentions behind the decisions that produce ethical or unethical behavior. ○ Ethical Issue intensity ○ Individual factors ○ Organisational factors ○ Opportunities ○ Business Ethics Intentions, Behavior, and Evaluation • Key Definitions • Using the Ethical Decision-Making Model to Improve Ethical Decisions • Normative Considerations in Ethical Decision Making ○ How organisational decision makers should approach an issue.

			○ Institutions as the Foundation for Normative Values ○ Implementing Principles and Core Values in Ethical Business Decision Making Ethical and valued based leadership theory: To include: • Servant Leadership (Robrt K Greenleaf) • Authentic Leadership (Bill George and others) • Transformational Leadership (James MacGregor Burns) • PERMA model (Dr Martin Seligman) ***Learning Outcome: 4***
10	Global Business Ethics	10/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:10 hrs	• Global Culture, Values, and Practices • Global business • Country cultural values. • National culture • The individualism/collectivism dimension refers to how self-oriented cultural members are in their behaviour. • The power distance dimension refers to the power inequality between superiors and subordinates. • Uncertainty avoidance refers to how members of a society respond to uncertainty or ambiguity. • Global common values are certain values broadly accepted worldwide (shared across most cultures). • Economic Foundations of Business Ethics • Socialism refers to economic theories • Rational economics • Behavioural economics • Multinational Corporations • Global Organisations to Support Responsible Business • Global Business Organizations that Affect Ethical Behaviour • Global Business Ethics Issues ○ Bribery ○ Antitrust Activity ○ Internet Security and Privacy ○ Human Rights

			○ Healthcare ○ Supply Chain ○ Labour and Right to Work ○ Compensation ○ Consumerism • The Importance of Ethical Decision Making in Global Business ***Learning Outcome: 4***
11	How to write a report	11/12 Lecture:5 hrs Tutorial: 1 Seminar:2 hrs Private Study:10 hrs	**How to write a Report** • 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 ***Learning Outcome: 1 - 4***
12	Final Assessment	12/12 Tutorial: 1 hr Seminar:6 hrs Private Study:13 hrs	• 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 ***Learning Outcome: 1 - 4***

Assessment Type
•100% Written Assignment

References / Reading list
• Crane, A. and Matten, D. (2019) *Business ethics*. 5th edn. Oxford: Oxford University Press. • Ferrell, O.C., Fraedrich, J. and Ferrell, L. (2021) *Business ethics: Ethical decision making and cases*. 13th edn. Boston, MA: Cengage Learning. • Stanwick, P.A. and Stanwick, S.D. (2022) *Understanding business ethics*. 5th edn. Thousand Oaks, CA: SAGE Publications.

- Chandler, D. (2020) *Strategic corporate social responsibility: Sustainable value creation*. 5th edn. Thousand Oaks, CA: SAGE Publications.
- Hancock, J. (ed.) (2004) *Investing in corporate social responsibility: A guide to best practice, business planning and the UK's leading companies*. London: Kogan Page.
- Crowther, D. and Capaldi, N. (2008) *Corporate social responsibility*. London: SAGE Publications.

6. Global Business; The Impact of Policy (GBP 1.00)

Module overview

This module enables candidates to analyse the global marketplace and target specific countries an organisation may want to trade with. It considers the challenges of international trade and risks involved and ways to overcome them. It considers the laws and regulations that companies need to comply with and the factors a manager needs to consider when deciding whether to pursue an international trade opportunity. It explores the debate of whether Globalisation or Nationalism is good for business and looks at trade policies and economic measures that countries can deploy that impact on global business.

The module covers a range of stakeholders involved in the global business marketplace including countries (and their chosen trade policies), competitors, Government, Institutions that offer advice and promote international trade, parties in the supply chain (e.g. exporters, suppliers and consultants etc) and organisations wishing to grow their business through international trade and managers making the key decisions.

Title	Global Business: The impact of policy
Unit reference number	K/651/7897
Credits	20
Level	5
Type	Core

Guided Learning Hours	72 hours	**Total Qualification Time**	200 hours

Learning Outcomes: The Learner will:	**Assessment Criteria:** The Learner can:
1. Analyse the current trends in the global marketplace and how they impact on international business	1.1 Define global/international business and examine its history and benefits 1.2 Investigate the global marketplace to identify current trends that impact on international trade 1.3 Explore the impact of multinational corporations on global trade

	1.4 Assess the impact of industrial revolutions on growth in global business
2. Assess the impact of laws, regulations and policies on international business	2.1 Critically assess the external factors that impact the legal landscape (including laws, regulations and polices) that govern international trade 2.2 Appraise the value and contribution of institutions that promote international trade 2.3 Evaluate the impact of laws, regulations and policies on countries and their influence on companies trading internationally
3. Explore economic theories and their impact on politics and international trade	3.1 Demonstrate an understanding of the origin and development of different economic theories 3.2 Explain the influence of different economic theories on international trade 3.3 Assess the impact of economic theories on Government and politics
4. Evaluate the global marketplace considering quality standards, CSR and ethics, opportunities, and challenges and how they impact on global business	4.1 Analyse international markets when considering global business challenges and opportunities, using appropriate tools and techniques 4.2 Compare and contrast trade policy approaches of different countries and their impact on global trade 4.3 Examine the impact of maintaining quality standards when trading goods internationally 4.4 Determine the impact of Corporate Sustainability and Responsibility, sustainability and ethics on global trade 4.5 Assess the impact of world events on trading internationally
5. Assess the risks that organisations need to navigate to enter into international trade agreements	5.1 Identify the risks to organisations wishing to enter into international trade agreements, using appropriate models and theories 5.2 Justify actions to reduce or mitigate identified risks to make engagement in international trade easier 5.3 Assess an organisation's product portfolio to decide on a suitable offering to international markets 5.4 Investigate companies that have engaged successfully in international trade and the benefits they have realised 5.5 Appraise companies that have entered into unsuccessful ventures in international trade and reasons for their shortcomings
6. Evaluate the economic measures that countries can impose to control levels of international trade	6.1 Outline the different economic measures that can be used by countries to control levels of international trade 6.2 Assess the benefits and drawbacks of different economic measures applied by countries 6.3 Explain real life examples of embargos, sanctions, and trade tariffs and how they impact on international business

7. Analyse the considerations and actions that managers need to take to make the most of international business opportunities while complying with relevant laws and regulations	7.1 Examine the factors that a manager needs to consider when determining whether international business is a viable option 7.2 Explain the steps a manager needs to follow to engage in international trade 7.3 Appraise the sources of information available that can aid the growth of an organisation through international trade 7.4 Explore the personal development a manager can undertake to become more informed and qualified in international business 7.5 Interpret and implement relevant regulatory and legislative frameworks to different situations 7.6 Evaluate and respond to changes in legislation in different situations

Syllabus Content			
Topic No.	**Topic title**	**Proportion**	**Indicative Content (250 words)**
1	Introduction to Global Business: The Impact of policy.	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10hrs	• Definition of global/international business and why is it important for organisational growth • History of global business and its evolution - Silk Road (1st century BC) - Spice routes (7-15th centuries) - Age of Discovery (15th-18th centuries) - First wave of Globalisation (19th century) - World Wars - Second and third wave of Globalisation - Fourth wave of Globalisation • Growth in global trade - Level of trade by country/bloc percentage - Main players - Trading partners • Debate of Globalisation versus Nationalism

			- Quality of products - Costs - Employment levels - Skills/experience - Carbon emissions - Investment in which economy? - Growth • Main countries participating in the global marketplace and trading performance - USA - EU - UK - China - Japan - Germany • Industrial Revolutions and Global trade - Mechanisation - Mass Production - Automation - Robotisation ***Learning Outcomes 1***
2	Current trends in the Global marketplace impacting international business	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10hrs	• Current trends in the global marketplace: - US President Trump's second term - Globalisation versus Nationalism/Populism - USA versus China trade war - Covid-19 pandemic repercussions - Importance of Artificial Intelligence (AI) - Wars and civil unrest - Climate change - Acts of Terrorism - New world order/geopolitical influences - Bureaucracy and extensive trading rules and regulations • Benefits of international business and entering a new market - Increased sales/profits - New revenue stream - Reduced costs - Growing customer base - Building brand awareness - Spreading risk ***Learning Outcome 1***

3	Challenges of Global Business - part 1 identifying challenges	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10hrs	• Challenges of Global Business - Which country or countries to trade with? - Currency/exchange rates - Trade barriers (e.g. quotas, tariffs etc) - Language barriers - Distance - Lack of control - Time zones - Global trends and events (covered in previous topic) - Quality requirements - Cultural differences - CSR and ethical issues - Legal constraints • Impact on international trade - Scheduling of meetings - Choosing which country to trade with - Costs of products - Competitive advantage - Profit margins - Level of exports versus imports - Recruitment strategy - Partnering arrangements (e.g. exports, consultants, suppliers etc) • Applying appropriate models and tools to identify and overcome global challenges - STEEPLED analysis - SWOT analysis - Lewin's Forcefield Analysis - Hofstede's Dimensions of Culture - Trompenaar's Seven Dimensions of Culture - Richard Lewis's model of culture ***Learning Outcome: 4***
4	Challenges of Global business – part 2 overcoming the challenges	1/12 Lecture: 3 hrs Tutorial: 3 hrs	• Companies that overcome challenges in international business - Nike - Lego - Amazon

		Private study: 10hrs	• Overcoming challenges of global business (examples): - 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 - 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 • Applying quality standards to goods and ways of working internationally from the International Standards Organisation - ISO9001 - ISO14001 - ISO45001 - BS5750 ***Learning Outcome 4:***
5	Economic theory that impacts Global Business	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	• Definition of economic theory and main concepts - Inflation - Supply and demand - Price elasticity - Market equilibrium • Main economic theorists - Neo-classical - Keynesian - Marxian - Capitalism - Socialism - Communism • Impact of economic theory on global business - Enables Governments and countries to develop trade policy - Feeds into political strategies and policies - Creates allegiances between trading partners with similar values (e.g. EU, NAFTA, ASEAN and SAFTA) ***Learning Outcome: 3***

6	Trade policies and economic measures used by countries for international trade	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	• Protectionism – what it is and why it is used by countries? • Free Trade Policy – what it means, benefits and pitfalls • Protectionism policy and measures - Embargos - Sanctions - Tariffs - Quotas • Other economic measures - Exchange control - Tax policy - Price control • Arguments for/benefits of restrictions in international trade: - Necessity of providing defence - Increase of domestic employment - Diversification for the sake of stability - Protection of infant industries - Protection from dumping - Cheap foreign labour force. • Drawbacks of restrictions on international trade - Retaliation from countries that the home country has imposed international trade restrictions on - Industrial efficiency - Higher consumer prices - Economic stagnation • Examples of countries that have imposed international trading restrictions: - USA - China - Canada - India - EU ***Learning Outcome: 2, 4, & 6***

7	Laws and regulations in place to govern global business	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	• Reasons for legislation and regulations in international trade - Reduce bribery, corruption and maintain behaviours/standards - Standard rules of play for participants - To resolve disputes and claims - Reference point in contracts for clarity • Institutions that provide advice and support global business - World Economic Forum - World Trade Organisation WTO) - International Monetary Fund (IMF) - World Customs Organisation - International Chamber of Commerce • Laws and Regulations - UK Trade Law 2021 - US Trade Act, 1974 - Bribery and Anti-Corruption Law - Taxation Act, 2020 - Common and Code laws • The impact of laws and regulations on international trade ***Learning Outcome: 2***

8	Resources needed for International Business plans	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 10 hrs	• Resources to enable plans for a product's new market entry to be implemented: - Staffing - Finance - Materials - Equipment - Time • Business case contents and structure • Financial Investment Appraisal techniques to use on different options: - Net Present Value (NPV) - Payback Method - Discounted Cashflow - Accounting Rate of Return - Internal Rate of Return • Presenting the information to senior management - Business case/proposal - Report - Meeting - Presentation • Multinational corporations (MNC) that have engaged successfully in international business - McDonalds - Samsung - Amazon - Apple - Toyota ***Learning Outcome: 7***
9	How managers in organisations can navigate risks and overcome risks in global trade – part 1	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	• Risk identification in international trade with use of appropriate tools: - Risk Matrix - Risk Register - SWOT analysis - Root Cause analysis - Decision making tree • Plan to overcome any challenges and risks • Steps in developing a case for entering into international trade:

			- Check resource availability - Assess the product portfolio - Research the market - Compile a case for investment in international trade - Present to senior management - Gain sign-off of plans/ recommendations • Examples of company failures in international business - Tesco in the USA - Home Depot in China - Starbucks in Isreal and Australia - Walmart in Germany and Japan - Air BnB in China • Reasons for success and failure in international trade • Lessons learned for future global business opportunities ***Learning Outcome: 5 & 7***
10	How managers in organisations can navigate risks and overcome risks in global trade – part 2	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	• Factors/potential risks a manager should consider for global business opportunities - Level of investment needed - Resources available - Products that would be attractive to international markets - Level of competition - Trading standards - Customs and legal considerations - Currency exchange for transactions - Cultural considerations • Product portfolio – why it is important to analyse for international trade - Performance of a product portfolio - Total value - Percentage of total sales by categories and products - Popular products and their distinguishing features - Apply useful tools to assess a product's performance and suitability - Product Life Cycle - BCG matrix - Ansoff matrix • Transferability of product(s) suitable for international trade – compatibility with country using 4 Ps of marketing:

			- Product - Price - Place - Promotion • Sources of information to aid growth through international trade - Market data - Sales information - Customer feedback - Industry reports - Government publications - Academic journals - Media sources • CPD – identify areas for self-improvement to enhance global business ***Learning Outcome: 5 & 7***
11	Ethical, CSR and sustainability considerations of international trade	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	• Ethical considerations - 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 - Reducing carbon footprint - Reducing packaging - Creating sustainable supply chains - Treating staff and partners well • Companies and case studies - Ben and Jerry's - Unilever - Microsoft - Patagonia - Coca-Cola ***Learning Outcome: 4 & 7***
12	Revision and assignment workshop	1/12 Lecture: 3 hrs Tutorial: 3 hrs Private study: 12 hrs	• Revision of workshops 1 – 11 • Applying learning to sample assignment • Carrying on with final assessment ***Learning Outcome: 1 – 7***

Assessment Type
• Assignment – 100%

References / Reading list
• 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 • Krugman, P.R., Obstfield, M. and Melitz, MJ. (2022). International Economics: Theory and Policy, Global Edition. Pearson publishing • Krugman, P.R., Obstfield, M. and Melitz, MJ. (2022). International Trade: Theory and Policy, Global Edition. Pearson publishing • Mullins, L.J. and Rees, G. (2023) Management and Organisational Behaviour, 13td Edition. Pearson Education. • Thompson, E., Worthington, I. and Britton, C. (2023). The Business Environment. 9th Edition. Pearson publishing

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.

Further Information

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