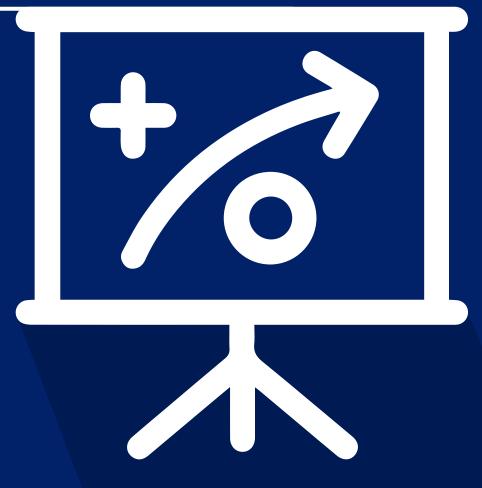# LEVEL 6 DIPLOMA IN BUSINESS STRATEGY AND MANAGEMENT

(L6DBSM)

Qualification Unit Specification
2020-21

Modification History

Version	Revision Description
V1.0	For release

CONTENTS

1. About NCC Education

NCC Education is a UK-based awarding body, active in the UK and internationally. Originally part of the 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 is regulated and quality assured by Ofqual (the Office of Qualifications and Examinations Regulation, see www.ofqual.gov.uk) in England and Northern Ireland.

1.1   Why choose this qualification?

NCC Education's Level 6 Diploma in Business Strategy and Management is:

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

- **Recognised and valued** by employers and universities worldwide

- **A pathway qualification** which makes up the third year of the NCC Education degree journey and builds upon the knowledge gained during NCC Education's Level 5 Diploma in Business (L5DB).

Candidates will study a balance of academic and vocational subjects in order to provide them with the necessary skills required to play a significant role in a business organisation.

2. Structure of the L6DBSM Qualification

Qualification Title, Credits, Units and Level

NCC Education Level 6 Diploma in Business Strategy and Management, 120 credits.
Total Qualification Time: 1,200 hours.
Guided Learning Hours: 216 hours.
Candidates must pass all 6 Units to be awarded the Level 6 Diploma in Business Strategy and Management certificate.

Business Research Methodology (20 credits)	Business Strategy (20 credits)	Management and Organisational Behaviour (20 credits)
International Marketing Strategy (20 credits)	Business Analysis and Decision Making (20 credits)	Business-to-Business Marketing (20 credits)

Please see Section 5 below for Syllabuses, which include the Guided Learning Hours and Total Qualification Time for each Unit of the Level 6 Diploma in Business Strategy and Management.

3. Assessment for the qualification

3.1   Assessment objectives

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

3.2   Overview of Qualification Unit Assessment

	Assessment Methods
Unit	Global Assignment
Business Research Methodology	100%
Business Strategy	100%
International Marketing Strategy	100%
Business Analysis and Decision Making	100%
Management and Organisational Behaviour	100%
Business-to-Business Marketing	100%

An examination is a time-constrained assessment that will take place on a specified date and usually in an NCC Education Centre. Global Assignments are marked by the Centre and Global Examinations are marked by NCC Education. An assignment requires candidates to produce a written response to a set of one or more tasks, meeting a deadline imposed by the Centre. The overall Unit mark is computed from the weighted mean of its components. The pass mark for a Unit is 40%.

NCC Education Centres can provide candidates with a specimen assessment paper as well as a limited number of past examination and assignment papers.

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 area of *Connect*, NCC Education's student registration system.

3.3   Accessibility of Assessment

We review our guidelines on assessment practices to ensure compliance with equality law and to confirm that the assessment for our Units is fit for purpose.

3.3.1   Reasonable adjustments and special consideration

NCC Education is committed to providing reasonable adjustments and special consideration so as to ensure disabled candidates, or those facing exceptional circumstances, are not disadvantaged in demonstrating their knowledge, skills and understanding.

Further information on NCC Education's arrangements for giving reasonable adjustments and special consideration can be found in the NCC Education *Reasonable Adjustments and Special Considerations Policy*.

3.3.2 Supervision and Authentication of Assessment

NCC Education Centres are required to organise all assessment activity for this specification according to NCC Education's policies and advice.

Candidates' identity and the authenticity of their work is verified and NCC Education moderates all assessment to ensure that the marking carried out is fair, and that the grading reflects the standard achieved by candidates as relevant to the specification Learning Outcomes and Assessment Criteria. Detailed guidance on this process and how candidate work must be submitted to NCC Education is given in NCC Education's *Instructions for Conducting Examinations* and *Assessment Instructions.* The *Assessment Instructions* also includes full reminder checklists for Centre administrators.

4 Administration

4.1 Assessment Cycles

Four assessment cycles are offered throughout the year, in Spring, Summer, Autumn and Winter.

Examination dates and assignment submission deadlines are published in the NCC Education *Activity Schedule*, which is provided to Centres by Customer Services. It is also available on the *candidate registration portal*

, NCC Education's student registration system.

The *Activity Schedule* also gives the key dates for registering candidates for assessment cycles, the dates when Centres can expect the assessment documentation and, ultimately, the assessment results from NCC Education.

4.2 Language of Assessment

All assessment is conducted in English.

4.3 Candidates

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

4.4 Qualification and Unit Entry Requirements

Entry Requirements
• The NCC Education Level 5 Diploma in Business (L5DB)   • Any qualification deemed to be comparable as approved by NCC Education.   For candidates whose first language is not English: • IELTS 5.5 or equivalent.

4.5 Candidate Entry

Candidates are registered for assessment via NCC Education's *Connect* system and according to the deadlines for registration provided in the *Activity Schedule*. Interactive guides and a user manual for *Connect* are available to Centres to assist with navigating the system and understanding all the services available via *Connect*.

Candidates are registered for the assessment of each Unit they wish to take in a particular assessment cycle (e.g. Units A and B in June, Units C and D in September, Unit E in December and Unit F in March). This includes candidates who need to resit any Unit.

Further details can be found in NCC Education's *Operations Manual*.

4.6 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.

5. Syllabus

5.1. Business Analysis and Decision-Making

Title:	Business Analysis and Decision Making

Credits	20	Level	6

Guided Learning Hours	36	Total Qualification Time	200

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Critically evaluate all working assumptions made regarding the case problem(s), working hypotheses and data.	1.1 Understand how business processes can be analysed. 1.2 Appreciate the kinds of decisions that are made by managers of businesses. 1.3 Understand the role of information systems and decision tools in supporting management decisions. 1.4 Understand how to identify the aims and objectives of an organisation. 1.5 Appreciate ways of determining and defining an organisation's business strategy. 1.6 Understand the importance of decisions, information and critical performance indicators in relation to managing a business. 1.7 Appreciate the challenges of information requirements elicitation and definition. 1.8 Understand methods of enquiry into information requirements. 1.9 Evaluate techniques of user-focused requirements documentation.
2. Provide an accurate and in-depth analysis of qualitative and quantitative data relating to a business situation using appropriate analytical procedures and models.	2.1 Understand how user process requirements are modelled through use cases. 2.2 Write a use case specification. 2.3 Understand the purpose of a use case diagram and be able to develop one. 2.4 Explain data models and modelling. 2.5 Understand the importance of identifying problem characteristics and constraints. 2.6 Be aware of how information analysis can help with identification and solutions to problems. 2.7 Conduct a cause and effect analysis.

3. Compare and contrast the expected outcomes of alternative solutions to case problem(s).	3.1 Understand the principles of cost benefit analysis. 3.2 Apply common financial appraisal methods. 3.3 Appreciate the role of decision tree modelling. 3.4 Understand the importance of sensitivity analysis in decision modelling. 3.5 Understand how robustness, sensitivity and risk in decision modelling are linked. 3.6 Be able to apply sensitivity and robustness principles to the management of decision risk. 3.7 Develop a multi criteria decision model. 3.8 Be aware of how software can support the use of decision models. 3.9 Understand, in principle, the way that software is developed. 3.10 Appreciate the component based approach to systems provision. 3.11 Plan to take advantage of existing applications and services.
4. Formulate detailed recommendations for actions and feedback on case problem(s).	4.1 Explain the principles of project planning. 4.2 Construct a project network. 4.3 Understand some practices of project management. 4.4 Understand the agile approach to project management. 4.5 Understand why change in organisations presents difficulties. 4.6 Understand methods of managing change. 4.7 Explain methods of managing stakeholders.
5. Apply tools for information systems and business analysis to a range of problems.	5.1 Understand the challenges to adoption of new techniques and technologies. 5.2 Develop a CATWOE analysis. 5.3 Explain the importance of managing benefits and outcomes of change. 5.4 Understand key ideas and themes introduced in the module. 5.5 Apply good revision practices. 5.6 Explain effective techniques for answering exam questions.

Syllabus content	
Topic	**Course coverage**
Business information and business processes.	- Understand how business processes can be analysed. - Appreciate the kinds of decisions that are made by managers of businesses. - Understand the role of information systems and decision tools in supporting management decisions. *Learning Outcome: 1*
Performing a case analysis.	- Understand how to identify the aims and objectives of an organisation. - Appreciate ways of determining and defining an organisation's business strategy. - Understand the importance of decisions, information and critical performance indicators in relation to managing a business. - Explain how to perform a top-down case study analysis. *Learning Outcome: 1*
Requirements elicitation and documentation.	- Appreciate the challenges of information requirements elicitation and definition. - Understand methods of enquiry into information requirements. - Evaluate techniques of user-focused requirements documentation. *Learning Outcome: 1*
System and data definition.	- Understand how user process requirements are modelled through use cases. - Write a use case specification. - Understand the purpose of a use case diagram and be able to develop one. - Explain data models and modelling. *Learning Outcome: 2*
Problem identification, cause and effect.	- Understand the importance of identifying problem characteristics and constraints. - Be aware of how information analysis can help with identification and solutions to problems. - Conduct a cause and effect analysis. *Learning Outcome: 2*

Decision making, cost benefit and decision trees.	• Understand the principles of cost benefit analysis. • Apply common financial appraisal methods. • Appreciate the role of decision tree modelling. • Understand the importance of sensitively analysis in decision modelling. *Learning Outcome: 3*
Decision-making and multi criteria decision-making.	• Understand how robustness, sensitivity and risk in decision modelling are linked. • Be able to apply sensitivity and robustness principles to the management of decision risk. • Develop a multi-criteria decision model. • Be aware of how software can support the use of decision models. *Learning Outcome: 3*
Acquiring Information Systems.	• Understand, in principle, the way that software is developed. • Appreciate the component based approach to systems provision. • Plan to take advantage of existing applications and services. *Learning Outcome: 3*
Planning and managing projects.	• Explain the principles of project planning. • Construct a project network. • Understand some practices of project management. • Understand the agile approach to project management. *Learning Outcome: 4*
Managing stakeholders and change.	• Understand why change in organisations presents difficulties. • Understand methods of managing change. • Explain methods of managing stakeholders. *Learning Outcome: 4*
In practice.	• Understand the challenges to adoption of new techniques and technologies. • Develop a CATWOE analysis. • Explain the importance of managing benefits and outcomes of change. *Learning Outcome: 5*

Revision.	• Understand key ideas and themes introduced in the module. • Apply good revision practices. • Explain effective techniques for answering exam questions. *Learning Outcome: 5*

Related National Occupational Standards (NOS)

Sector Subject Area: Management and Leadership National Occupational Standards 2008, IT Users 6.2

Related NOS:

CFAMLE1 - Manage a budget

CFAMLE2 - Manage finance for your area of responsibility

CFAMLE3 - Obtain additional finance for the organisation

ESKIPM1 P1-2 – Create and define a project

ESKIPM1 P3-5 – Enter and edit information about project tasks

ESKIPM1 P6-7 - Enter and edit information about resources for a project

ESKIPM1 P8-10 – Update information about project progress

ESKIPM1 P11 – Select and use appropriate tools to display and report on project status

Assessments

Global Assignment (100%)

See also Section3 above

5.2. Business-to-Business Marketing

Title:	Business-to-Business Marketing

Credits	20	Level	6

Guided Learning Hours	36	Total Qualification Time	200

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Distinguish between business-to-business (B2B) marketing and business-to-consumer (B2C) marketing.	1.1 Explain what is meant by business-to-business marketing. 1.2 Discuss the differences between business-to-business marketing and business-to-customer marketing. 1.3 Critically express the importance of business-to-business marketing. 1.4 Evaluate the different types of business-to-business markets.
2. Demonstrate an extensive knowledge of the marketing needs and requirements of organisations in the Business-to-Business market.	2.1 Understand what is meant by segmentation in business-to-business marketing. 2.2 Assess specific markets through the use of segmentation methods. 2.3 Evaluate whether segmentation is successful. 2.4 Explain, the different activities involved in purchasing in business-to-business markets. 2.5 Critically discuss the role of technological change in relation to purchase behaviour.
3. Understand the different channels of customer and marketing communications and how they might be exploited for B2B marketing purposes.	3.1 Explain the different activities involved in purchasing in business-to-business markets. 3.2 Understand the different positions within a buying team and how they relate to organisational functions. 3.3 Critically discuss the role of technological change in relation to purchase behaviour.
4. Critically evaluate the role of quality assurance in customer relationship management.	4.1 Discuss the advantages of Customer Relationship Management (CRM). 4.2 Evaluate the key ideas and factors that underpin importance of building long-term buyer relationships in business-to-business markets. 4.3 Understand the strategic importance of networks within a business-to-business marketing context.

5. Demonstrate a significant understanding of Key Account Management techniques as used in B2B marketing and how they differ from transactional marketing and sales techniques.	5.1 Understand the stages of a business relationship life-cycle. 5.2 Explain the purpose of Key Account Management (KAM). 5.3 Discuss the implementation of KAM in business-to-business marketing. 5.4 Explain the benefits and risks of pursuing a KAM strategy.

Syllabus content	
Topic	**Course coverage**
Comparing Business-to-Business (B2B) and Business-to-Consumer marketing (B2C).	• Explain what is meant by business-to-business marketing • Assess the differences between business-to business marketing and business-to-consumer marketing • Critically express the importance of business-to business marketing *Learning Outcome: 1*
Understanding Business-to-Business markets.	• Evaluate the different types of business-to-business markets • Classify business products within a business-to business market • Understand the organisational factors that condition buyer decisions *Learning Outcome: 1, 3*
Segmentation.	• Understand what is meant by segmentation in business-to-business marketing • Identify specific markets using segmentation methods • Evaluate whether segmentation is successful *Learning Outcome: 2*
Organisational buyer behaviour.	• Explain the different activities involved in purchasing in business-to-business markets • Understand the different positions within a buying team and how they relate to organisational functions • Critically discuss the role of technological change in relation to purchase behaviour *Learning Outcome: 2*

Customer Relationship Management and inter-organisational relationships.	• Discuss the advantages of Customer Relationship Management (CRM) • Evaluate the key ideas and factors that underpin importance of building long-term buyer relationships in business-to-business markets • Understand the strategic importance of networks within a business-to-business marketing context *Learning Outcome: 4*
Technology and relationship communication.	• Understand the importance of technology in business-to-business trade and how it can identify new markets • Appreciate the differences between direct marketing and personal selling • Explain the different stages of the relationship communication process *Learning Outcome: 3, 4*
Market communications.	• Understand the issue of business brands in relation to identity, image and communication • Evaluate the interplay between communications objectives and communications tools • Explain what is meant by an integrated communications strategy *Learning Outcome: 4, 5*
Ethics in business-to-business marketing.	• Explain what is meant by ethics with regards to business-to-business marketing • Identify key ethical problems and tensions within a marketing context • Evaluate a range of approaches concerning marketing ethics, which include managerial egoism and utilitarianism *Learning Outcome: 5*
Understanding the Supply Chain.	• Understand supply chain management in relation to business-to-business marketing • Explain the role of intermediaries (such as agents and distributors) in developing business-to-business marketing • Identify different routes to markets and ways to improve channel performance *Learning Outcome: 2*

Services marketing and product management.	• Explain the features of service marketing • Evaluate the life-cycle concept with regards to product offering management within a business-to-business context • Explain the management of innovation in relation to business-to-business marketing *Learning Outcome: 5*
Business marketing strategies	• Understand what is meant by a business marketing strategy • Explain the purpose of business strategy with regards to the notions of value and value creation • Evaluate competing approaches to business marketing strategy *Learning Outcome: 4*
Relationship lifecycles and key account management.	• Understand the stages of a business relationship life-cycle • Explain the purpose of Key Account Management (KAM) • Discuss the implementation of KAM in business-to-business marketing • Explain the benefits and risks of pursuing a KAM strategy *Learning Outcome: 5*

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008
Related NOS: CFAMLF16 - Manage the development and marketing of products and services in your area of responsibility
CFAMLF4 - Develop and implement marketing plans for your area of responsibility
CFAMLF9 - Build your organisation's understanding of its market and customers
CFAM2.1.1 – Develop an organisation's marketing strategy
CFAM2.1.3 – Demonstrate the value of marketing to the organisation
Sector Subject Area: Marketing
Related NOS: CFAM1.1.1 Map organisations within their current and future marketing environment
CFAM1.1.3 Identify and monitor competitors` marketing strategies and activities
CFASMA1.3V4.0 Develop understanding of theories and evidence about what might influence the behaviour of target groups
CFAM2.1.3 Demonstrate the value of marketing to the organisation
CFAM4.5.3 Implement sales promotion activity

Assessments
Global Assignment (100%)
See also Section 3 above

5.3. Business Research Methodology

Title:	Business Research Methodology

Credits	20	Level	6

Guided Learning Hours	36	Total Qualification Time	200

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Assess a range of business research approaches and methods.	1.1. Distinguish business and management research from other kinds of research. 1.2. Understand the issues relating to identifying and reformulating problems for research. 1.3. Identify the key debates in research methods.
2. Design business research studies for a variety of research questions, recognising limits to objectivity and ability to set them in the context of published literature.	2.1 Understand their personal position concerning the different perspectives of knowledge and research which underpin research design. 2.2 Identify different research paradigms for business. 2.3 Explain the key differences between qualitative and quantitative research methods and how and why they may be mixed. 2.4 Choose from a range of question formats. 2.5 Design, pilot and administer questionnaires as part of research study.
3. Critically apply research findings to business decision-making, demonstrating a comprehensive knowledge of different methods of data analysis and presentation.	3.1 Identify your personal approach to writing a report. 3.2 Understand the differences between writing a report for a business audience and for academic purposes. 3.3 Understand how to produce an oral presentation of key findings. 3.4 Identify a range of qualitative research methods applicable to different research topics. 3.5 Understand how qualitative data can be prepared for analysis. 3.6 Identify computer based methods for qualitative data analysis.
4. Perform analytical business forecasting by evaluating historical and study data.	4.1. Understand why forecasting is not widely covered in the Business Research Methodology literature. 4.2. Explain methodologies and tools for forecasting. 4.3. Evaluate forecasting methods in business practice.

5. Gather primary and secondary study data showing awareness of ethical sampling and practical issues.	5.1. Understand what constitutes secondary data and where to find it.
	5.2. Explain the contribution of secondary data to business research.
	5.3. Understand the disadvantages of using secondary data in business research and how to overcome them.
	5.4. Understand how and why sampling relates to business research.
	5.5. Identify and use a range of probability and non-probability sampling techniques.
	5.6. Select appropriate techniques for different research studies.
	5.7. Understand and assess representativeness of samples and generalisability from samples.
6. Accurately use sources of academic literature as supporting evidence.	6.1. Understand how a literature review fits a research project.
	6.2. Identify literature from primary, secondary and tertiary sources.
	6.3. Undertake an effective literature search.
	6.4. Critically analyse literature for a research project.
	6.5. Apply Harvard referencing style to a reference list.

Syllabus content	
Topic	**Course coverage**
The nature of business research.	• Understand the learning and teaching strategy for this module.
	• Distinguish business and management research from other kinds of research.
	• Understand the issues relating to identifying and reformulating problems for research.
	• Identify the key debates in research methods.
	Learning Outcome: 1

Putting a problem into context.	• Understand how a literature review fits a research project. • Identify literature from primary, secondary and tertiary sources. • Undertake an effective literature search. • Critically analyse literature for a research project. • Apply Harvard referencing style to a reference list. *Learning Outcome: 1*
Choosing research approaches and strategies.	• Understand their personal position concerning the different perspectives of knowledge and research which underpin research design. • Identify different research paradigms for business • Explain the key differences between qualitative and quantitative research methods and how and why they may be mixed. *Learning Outcome: 1, 2*
Ethics in business research.	• Understand how ethical issues arise in business research at every stage. • Identify ethical criteria used in higher education business research studies. • Apply strategies to ensure ethical issues in business research are appropriately addressed. *Learning Outcome:5*
Choosing samples from populations.	• Understand how and why sampling relates to business research. • Identify and use a range of probability and non-probability sampling techniques. • Select appropriate techniques for different research studies • Understand and assess representativeness of samples and generalisability from samples. *Learning Outcome: 5*
Collecting and analysing data.	• Anticipate how the research design is affected by data collection and analysis tools. • Recognise different types of data for analysis. • Code and enter data for computer analysis. • Choose appropriate ways to present data through charts, tables and descriptive statistics. • Select appropriate statistical tools for the research variables. *Learning Outcome: 3*

Questionnaire design and testing.	• Appreciate and overcome the difficulties associated with questionnaire design. • Choose from a range of question formats. • Design, pilot and administer questionnaires as part of research study. *Learning Outcome: 2*
Using secondary data.	• Understand what constitutes secondary data and where to find it. • Explain the contribution of secondary data to business research. • Understand the disadvantages of using secondary data in business research and how to overcome them. *Learning Outcome: 5*
Qualitative methods: collecting and analysing data.	• Understand and deal with key issues in qualitative data analysis. • Identify a range of qualitative research methods applicable to different research topics. • Understand how qualitative data can be prepared for analysis. • Identify computer based methods for qualitative data analysis. *Learning Outcome: 3*
Practical issues: interviews, focus groups and observations.	• Understand practical considerations relating to participant observation. • Identify and explain practical issues relating to interviewing. • Identify and explain practical issues relating to focus groups. *Learning Outcome: 5*
Forecasting trends.	• Understand why forecasting is not widely covered in the Business Research Methodology literature. • Explain methodologies and tools for forecasting. • Evaluate forecasting methods in business practice. *Learning Outcome: 4*
Reporting research results.	• Identify your personal approach to writing a report. • Understand the differences between writing a report for a business audience and for academic purposes. • Understand how to produce an oral presentation of key findings. *Learning Outcome: 3*

Related National Occupational Standards (NOS)
Sector Subject Area: Research and Development, Local Government Skills
Related NOS:
SFHRandD1 Determine a research and development topic worthy of investigation
SFHRandD2 Identify and recommend sources of funding for selected research and development topics
SFHRandD3 Design and formulate a research and development proposal
SFHRandD4 Determine sources required to implement a research and development proposal
SFHRandD5 Obtain approval for selected research and development activities
SFHRandD6 Produce a detailed research and development plan
SFHRandD7 Direct and manage research and development activities
SFHRandD8 Conduct investigations in selected research and development topics
SFHRandD8a Assist in the research work
SFHRandD9 Collate and analyse data relating to research
SFHRandD10 Interpret results of research and development activities
SFHRandD11Record conclusions and recommendations of research and development activities
SFHRandD12 Present findings of research and development activities in written form
SFHRandD13 Present findings of research and development activities orally
SFHRandD14 Translate research and development findings into practice
SFHRandD15 Evaluate and report on the application of research and development findings within practice

Assessments
Global Assignment (100%)
See also Section 3 above

5.4 Business Strategy

Title:	Business Strategy

Credits	20	Level	6

Guided Learning Hours	36	Total Qualification Time	200

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Critically evaluate the relationships between the macro and competitive environments of organisations.	1.1 Understand the importance of strategy. 1.2 Define the key terms used in business strategy. 1.3 Describe the characteristics of strategic decisions. 1.4 Describe the elements and process of strategic management. 1.5 Explain how strategic priorities vary by level: corporate, business and operational. 1.6 Analyse the broad macro-environment of organisations in terms of political, economic, social, technological, environmental and legal factors (PESTEL) 1.7 Use Porter's five forces analysis to define the attractiveness of industries and sectors and to identify their potential for change.
2. Comprehensively discuss the resource-based approach to strategic management.	2.1 Analyse how strategic capabilities might provide sustainable competitive advantage based on their value, rarity, inimitability and non-substitutability. 2.2 Diagnose strategic capability by means of benchmarking, value-chain analysis and SWOT analysis. 2.3 Assess the strategic purpose of an organisation in terms of mission, vision, values and objectives. 2.4 Undertake stakeholder analysis as a means of identifying the influence of different stakeholder groups in terms of their power and interest. 2.5 Analyse the strategic significance of different ownership and governance models for an organisation's purpose. 2.6 Relate the concept of corporate responsibility to purpose and strategy.

3. Distinguish between corporate, business and operational strategies.	3.1	Identify the range of strategic choices.
	3.2	Identify strategic business units (SBUs) in organisations.
	3.3	Assess business strategy in terms of the generic strategies of cost leadership, differentiation and focus.
	3.4	Apply the strategy clock to assess strategic positions.
	3.5	Distinguish between different diversification strategies and evaluate diversification drivers.
	3.6	Assess the relative benefits of different types of integration.
	3.7	Analyse the ways in which a corporate parent can add or destroy value for its portfolio of business units.
	3.8	Analyse portfolios of business units and judge which to invest in and which to divest.
4. Understand the process of strategic analysis, choice and implementation.	4.1	Critically review the range of methods by which strategy might be pursued: organic development, mergers and acquisition, strategic alliances.
	4.2	Understand the key strategic motives for mergers and acquisitions, and strategic alliances.
	4.3	Identify key issues in the successful management of mergers and acquisitions, and strategic alliances.
	4.4	Analyse the main organisational structural types in terms of their strengths and weaknesses.
	4.5	Identify key issues in designing organisational control systems.
	4.6	Recognise how the three strands of strategy; structure and systems reinforce each other in organisational configurations and the managerial dilemmas involved.

5. Critically analyse case study organisations through applying a range of business concepts and frameworks.	5.1	Analyse how history influences the strategy of an organisation.
	5.2	Analyse the influence of an organisation's culture on its strategy.
	5.3	Recognise the importance of strategists questioning the taken-for-granted aspects of a culture.
	5.4	Recognise the relative influence of national strategy.
	5.5	Review the implications and challenges of managing strategy development in organisations.
	5.6	Analyse how organisational context might affect the design of strategic change.
	5.7	Undertake a force field analysis to identify forces blocking and facilitating change.
	5.8	Assess the value of different levers for strategic change.
	5.9	Identify the approaches, pitfalls and problems of leading strategic change.

Syllabus content	
Topic	**Course coverage**
Overview of strategy.	- Understand the importance of strategy. - Define the key terms used in business strategy. - Describe the characteristics of strategic decisions. - Describe the elements and process of strategic management. - Explain how strategic priorities vary by level: corporate, business and operational. *Learning Outcome: 1*
The strategic environment.	- Understand the meaning and nature of the competitive environment. - Analyse the broad macro-environment of organisations in terms of political, economic, social, technological, environmental and legal factors (PESTEL). - Identify key drivers in this macro-environment and use these to construct alternative scenarios for environmental change. - Use Porter's five forces analysis to define the attractiveness of industries and sectors and to identify their potential for change. *Learning Outcome: 1*
Strategic capability.	- Identify what is meant by strategic capability in terms of organisational resources and competences and how these relate to the strategy. - Analyse how strategic capabilities might provide sustainable competitive advantage on the basis of their value, rarity, inimitability and non-substitutability. - Diagnose strategic capability by means of benchmarking, value-chain analysis and SWOT analysis. - Understand how managers can develop strategic capabilities for their organisations. *Learning Outcome: 2*

Strategic expectations and purposes.	• Assess the strategic purpose of an organisation in terms of mission, vision, values and objectives. • Undertake stakeholder analysis as a means of identifying the influence of different stakeholder groups in terms of their power and interest. • Analyse the strategic significance of different ownership and governance models for an organisation's purpose. • Relate the concept of corporate responsibility to purpose and strategy. *Learning Outcome: 2*
Business level strategy.	• Identify the range of strategic choices. • Identify strategic business units (SBUs) in organisations. • Assess business strategy in terms of the generic strategies of cost leadership, differentiation and focus. • Apply the strategy clock to assess strategic positions. *Learning Outcome: 3*
Corporate level strategy.	• Identify alternative strategy options, including market penetration, product development, market development and diversification. • Distinguish between different diversification strategies and evaluate diversification drivers. • Assess the relative benefits of different types of integration. • Analyse the ways in which a corporate parent can add or destroy value for its portfolio of business units. • Analyse portfolios of business units and judge which to invest in and which to divest. *Learning Outcome: 3*

International strategy.	• Assess the internationalisation potential of different markets. • Identify sources of competitive advantage in international strategy, through exploitation of local factors and global sourcing. • Understand the difference between global integration and local responsiveness and four main types of international strategy; • Rank markets for entry or expansion, taking into account attractiveness, cultural and other forms of distance and competitor retaliation threats. • Assess the relative merits of different market entry modes, including joint ventures, licensing and foreign direct investment. *Learning Outcome: 3*
Directions and methods of development.	• Critically review the range of methods by which strategy might be pursued: organic development, mergers and acquisition, strategic alliances. • Understand the key strategic motives for mergers and acquisitions, and strategic alliances. • Identify key issues in the successful management of mergers and acquisitions, and strategic alliances. • Make the appropriate choices between organic development, mergers and acquisitions, and strategic alliances. *Learning Outcome: 4*
Organising for success.	• Analyse the main organisational structural types in terms of their strengths and weaknesses. • Identify key issues in designing organisational control systems. • Recognise how the three strands of strategy; structure and systems reinforce each other in organisational configurations and the managerial dilemmas involved. *Learning Outcome: 4*

Enabling success – culture.	• Analyse how history influences the strategy of an organisation. • Analyse the influence of an organisation's culture on its strategy. • Recognise the importance of strategists questioning the taken-for-granted aspects of a culture. • Identify organisations that may be experiencing the symptoms of strategic drift. • Recognise the relative influence of national strategy. *Learning Outcome: 5*
Enabling success – strategy development.	• Understand the processes of deliberate and emergent strategy development. • Review the implications and challenges of managing strategy development in organisations. • Assess whom to involve in strategy making. *Learning Outcome: 5*
Managing strategic change.	• Identify and assess the different styles of leading strategic change; • Analyse how organisational context might affect the design of strategic change; • Undertake a force field analysis to identify forces blocking and facilitating change; • Assess the value of different levers for strategic change; • Identify types of required strategic change; • Identify the approaches, pitfalls and problems of leading strategic change. *Learning Outcome: 5*

Related National Occupational Standards (NOS)
Sector Subject Area: Business and Administration (2013) **Related NOS:** CFABAH124 Improve corporate performance CFABAH125 Review corporate performance CFABAI131 Support organisational decision-making

Assessments
Global Assignment (100%)
See also Section 3 above

5.5.   International Marketing Strategy

Title:	International Marketing Strategy

Credits	20	Level	6

Guided Learning Hours	36	Total Qualification Time	200

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Critically evaluate the factors which distinguish product, price and promotional policy formulation for overseas markets as opposed to the domestic market.	1.1 Identify the SLEPTS factors that are used assess international markets. 1.2 Discuss the differences between international marketing and other forms of marketing. 1.3 Describe the criteria which evaluates a company's global marketing strategy. 1.4 Articulate the important elements of the marketing planning process for international markets. 1.5 Understand the factors affecting world trade. 1.6 Know the institutions affecting development of multilateral and multinational free trade. 1.7 Explain trends relating to major world trading blocs. 1.8 Explain the nature of products and services. 1.9 Understand the factors affecting marketing products and services internationally. 1.10 Evaluate the implications of image, brand and market positioning in international markets. 1.11 Discuss how innovation relates to international market planning and strategy.
2. Critically evaluate a business's access to export in terms of national and global markets.	2.1 Relate international marketing environment analysis to the marketing planning process. 2.2 Understand opportunity identification and analysis.

		2.3	Be able to carry out segmentation and other analysis of chosen markets.
		2.4	Be able to identify appropriate marketing tools to use for market assessment.
		2.5	Understand the different forms of entry into nonhome markets.
		2.6	Discuss the implications in terms of risk and control in relation to the different forms of entry.
		2.7	Explain the criteria for choice of entry method.
3. Strategically plan and review international and global markets by analysing the advantages and disadvantages of marketing strategies adopted by industrialised, developing and underdeveloped economies.		3.1	Appreciate the key role of marketing research in international marketing.
		3.2	Identify important sources of marketing research information.
		3.3	Understand the different ways in which primary marketing research may be carried out.
		3.4	Identify the options for placing products in an international market place.
		3.5	Explain the reasons for making changes to products and services to address an international market place.
		3.6	Understand the implications of making changes to products and services in an international market.
4. Assess the importance of international planning and evaluate potential international distribution channels.		4.1	Evaluate different options for international distribution.
		4.2	Form strategies for managing an international distribution channel.
		4.3	Discuss the logistics chain for the distribution of physical products.
		4.4	Appreciate the key steps in the international marketing planning process.
		4.5	Understand the difference between situation analysis and marketing operations levels of marketing plan.
		4.6	Explain the appropriate contents of an international marketing plan.
5. Evaluate sources of information, methods of information collection and methods of information analysis suitable for international marketing operations.		5.1	Appreciate the nature and role of communications in international marketing.
		5.2	Explain the use of different communications tools and methods.
		5.3	Understand the relevance of communications in relation to different stakeholders and the new audience.
		5.4	Appreciate the implications of a global marketing strategy.

	5.5	Evaluate the factors influencing the choice of a global marketing strategy.
	5.6	Identify the challenges and opportunities arising from globalisation.
	5.7	Understand how technology presents opportunities and challenges for international marketing.
	5.8	Appreciate the role and nature of enabling technologies.
	5.9	Understand how technology influences the business supply and value chain.

Syllabus content	
Topic	**Course coverage**
Introduction to international marketing.	- Identify the SLEPTS factors that are used assess international markets. - Discuss the differences between international marketing and other forms of marketing. - Describe the criteria which evaluates a company's global marketing strategy. - Articulate the important elements of the marketing planning process for international markets. *Learning Outcome: 1*
The changing face of the international market place.	- Understand the factors affecting world trade - Know the institutions affecting development of multilateral and multinational free trade - Explain trends relating to major world trading blocs *Learning Outcome: 1*
Product and service marketing mix.	- Explain the nature of products and services. - Understand the factors affecting marketing products and services internationally. - Evaluate the implications of image, brand and market positioning in international markets. - Discuss how innovation relates to international market planning and strategy. *Learning Outcome: 1*

Analysis of the international marketing environment and the utilisation of marketing tools.	• Relate international marketing environment analysis to the marketing planning process. • Understand opportunity identification and analysis. • Be able to carry out segmentation and other analysis of chosen markets. • Be able to identify appropriate marketing tools to use for market assessment. *Learning Outcome: 2*
Identifying international market entry methods and barriers.	• Understand the different forms of entry into nonhome markets. • Discuss the implications in terms of risk and control in relation to the different forms of entry. • Explain the criteria for choice of entry method. *Learning Outcome: 2*
International marketing research methods and techniques.	• Appreciate the key role of marketing research in international marketing. • Identify important sources of marketing research information. • Understand the different ways in which primary marketing research may be carried out. *Learning Outcome: 3*
Changes to products and services through going international.	• Identify the options for placing products in an international market place. • Explain the reasons for making changes to products and services to address an international market place. • Understand the implications of making changes to products and services in an international market. *Learning Outcome: 3*
Managing the international 'channel'.	• Evaluate different options for international distribution. • Form strategies for managing an international distribution channel. • Discuss the logistics chain for the distribution of physical products. *Learning Outcome: 4*

Developing your international marketing plan – techniques, methods and linkages.	• Appreciate the key steps in the international marketing planning process. • Understand the difference between situation analysis and marketing operations levels of marketing plan. • Explain the appropriate contents of an international marketing plan. *Learning Outcome: 4*
Marketing communications – methods, strategies and new audience.	• Appreciate the nature and role of communications in international marketing. • Explain the use of different communications tools and methods. • Understand the relevance of communications in relation to different stakeholders and the new audience. *Learning Outcome: 5*
Globalisation.	• Appreciate the implications of a global marketing strategy. • Evaluate the factors influencing the choice of a global marketing strategy. • Identify the challenges and opportunities arising from globalisation. *Learning Outcome: 5*
Technological change and global marketing.	• Understand how technology presents opportunities and challenges for international marketing. • Appreciate the role and nature of enabling technologies. • Understand how technology influences the business supply and value chain. *Learning Outcome: 5*

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008 **Related NOS:** CFAMLF16 - Manage the development and marketing of products and services in your area of responsibility CFAMLF4 - Develop and implement marketing plans for your area of responsibility CFAMLF9 - Build your organisation's understanding of its market and customers CFAM2.1.1 – Develop an organisation's marketing strategy CFAM2.1.3 – Demonstrate the value of marketing to the organisation

Assessments
Global Assignment (100%)
See also Section 3 above

5.6.   Management and Organisational Behaviour

Title:	Management and Organisational Behaviour

Credits	20	Level	6

Guided Learning Hours	36	Total Qualification Time	200

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Demonstrate an extensive understanding of the management's relationship to the organisation and the individuals within it.	1.1 Identify characteristics of work organisations. 1.2 Understand how managers can affect organisations. 1.3 Explain the difference between formal and informal organisations and the nature of centralised and decentralised power. 1.4 Evaluate the different types of organisational structure. 1.5 Explain why organisations need to change and adapt over time. 1.6 Demonstrate an extensive understanding of the management's relationship to the organisation and the individuals within it. 1.7 Explain what is meant by corporate culture. 1.8 Identify different strands of corporate culture and competing types of culture. 1.9 Understand what is involved in changing corporate culture.
2. Critically evaluate the social and psychological factors that determine successful managerial leadership.	2.1 Identify how managerial schools of thought have evolved and how they can be applied to modern organisations. 2.2 Explain the role of the manager and understand how managers can affect organisations. 2.3 Self-evaluate individual managerial strengths and development areas. 2.4 Explain the different motivations for forming teams, and the ways in which formal groups are different to informal groups. 2.5 Understand the stages of team development in terms of forming, storming, norming, performing and adjournment. 2.6 Understand key theories surrounding team building and how they relate to organisational performance.

		2.7	Identify characteristics of motivation at work.
		2.8	Understand how managers can motivate employees.
		2.9	Discuss key ideas and theories relating to the promotion and management of motivation within the workplace.
3. Assess the role of the manager in relation to the implementation and management of change.		3.1	Identify the political, economic and technological drivers that cause and sustain internal and external change.
		3.2	Explain the different levels of operational change in terms of corporate transformation, modular transformation and incremental adjustment.
		3.3	Discuss how resistance can be overcome in relation to operational change.
4. Understand the ethical and diversity aspects of management.		4.1	Explain what is meant by values, vision and mission statement.
		4.2	Understand the nature of business ethics.
		4.3	Identify key ethical issues in relation to Corporate Social Responsibility.
		4.4	Identify the different forms of discrimination in relation to direct discrimination, indirect discrimination, harassment and victimisation.
		4.5	Evaluate the features of organisational equality policies.
5. Perform a self-evaluation of potential strengths, and development areas, in their individual approach to management, and prepare a management development plan.		5.1	Explain ideas relating to the McKinsey 7S Framework and the Democratic Enterprise.
		5.2	Discuss the different features of a learning organisation.
		5.3	Understand the future importance of organisational efficiency.
		5.4	Explain what is meant by attribution theory.
		5.5	Evaluate different problems relating to perception, such as stereotyping and projection.
		5.6	Understand Neuro-linguistic programming (NLP) and Transactional analysis (TA).
6. Understand important learning strategies, and key approaches to management and leadership.		6.1	Explain what is meant by leadership.
		6.2	Identify the different activities associated with Action-Centred Management.
		6.3	Evaluate the principle frameworks that underpin leadership style.

Syllabus content	
Topic	**Course coverage**
Organisations.	• Identify characteristics of work organisations. • Understand how managers can affect organisations. • Explain the difference between formal and informal organisations and the nature of centralised and decentralised power. *Learning Outcome: 1*
How management evolved.	• Identify how managerial schools of thought have evolved and how they can be applied to modern organisations. • Explain the role of the manager and understand how managers can affect organisations. • Self-evaluate individual managerial strengths and development areas. *Learning Outcome: 2*
Organisational structure.	• Evaluate the different types of organisational structure. • Explain why organisations need to change and adapt over time. • Demonstrate an extensive understanding of the management's relationship to the organisation and the individuals within it. *Learning Outcome: 1*
Corporate culture.	• Explain what is meant by corporate culture. • Identify different strands of corporate culture and competing types of culture. • Understand what is involved in changing corporate culture. *Learning Outcome: 1*
Leadership.	• Explain what is meant by leadership. • Identify the different activities associated with Action-Centred Management. • Evaluate the principle frameworks that underpin leadership style. *Learning Outcome: 6*
Teams.	• Explain the different motivations for forming teams, and the ways in which formal groups are different to informal groups.

	• Understand the stages of team development in terms of forming, storming, norming, performing and adjournment.
	• Understand key theories surrounding team building and how they relate to organisational performance.
	Learning Outcome: 2
Motivation.	• Identify characteristics of motivation at work.
	• Understand how managers can motivate employees.
	• Discuss key ideas and theories relating to the promotion and management of motivation within the workplace.
	Learning Outcome: 2
Managerial communication.	• Explain what is meant by attribution theory.
	• Evaluate different problems relating to perception, such as stereotyping and projection.
	• Understand Neuro-linguistic programming (NLP) and Transactional analysis (TA).
	Learning Outcome: 5
Social responsibility and ethics.	• Explain what is meant by values, vision and mission statement.
	• Understand the nature of business ethics.
	• Identify key ethical issues in relation to Corporate Social Responsibility.
	Learning Outcome: 4
Managing equality and diversity.	• Identify the different forms of discrimination in relation to direct discrimination, indirect discrimination, harassment and victimisation.
	• Evaluate the features of organisational equality policies.
	Learning Outcome: 4
Change management.	• Identify the political, economic and technological drivers that cause and sustain internal and external change.
	• Explain the different levels of operational change in terms of corporate transformation, modular transformation and incremental adjustment.
	• Discuss how resistance can be overcome in relation to operational change.
	Learning Outcome: 3
Organisational performance and effectiveness.	• Explain ideas relating to the McKinsey 7S Framework and the Democratic Enterprise.

	• Discuss the different features of a learning organisation. • Understand the future importance of organisational efficiency. ***Learning Outcome: 5***

Related National Occupational Standards (NOS)

Sector Subject Area: Management and Leadership National Occupational Standards 2008
Related NOS:

CFAMLD3 - Recruit, select and keep colleagues

CFAMLD8 – Help team members address problems affecting their performance

CFAMLD9 - Build and manage teams

Assessments

Global Assignment (100%)

See also Section 3 above

6. Results and 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 *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 6 units that make up the qualification.

Grade Descriptors incorporate characteristics intended to provide a general indication of assessment performance in relation to each Unit's Learning Outcomes in this specification. The final Unit grade awarded will depend on the extent to which a candidate has satisfied the Assessment Criteria. A qualification is awarded when the candidate has achieved at least a pass in all Units.

After each assessment cycle results slips are issued (in electronic format) which detail the grades achieved, i.e. Fail, Pass, Merit or Distinction (see *Appendix 2*). Certificates are then dispatched to Centres.

7. Further Information

For more information about any of NCC Education's products please contact customer.service@nccedu.com or alternatively please visit www.nccedu.com to find out more about our suite of high-quality British qualifications.

Appendix 1 Qualification Documentation

The following NCC Education documentation has been referred to in this specification:

- Reasonable Adjustments and Special Considerations Policy

- Instructions for Conducting Assessments

- Assessments Instructions

- Activity Schedule

- Centre Handbook

All documentation, together with access to NCC Education's online resources, is available to Centres and (where applicable) candidates who have registered for assessment.

Appendix 2 Grade Descriptors

The grade descriptors Pass, Merit and Distinction are awarded to successful candidates. The following are characteristics intended to provide a general indication of assessment performance in relation to each Learning Outcome in this specification.

Grade descriptors for Business Analysis and Decision-Making

Learning Outcome	Pass	Merit	Distinction
Critically evaluate all working assumptions made regarding the case problem(s), working hypotheses and data.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Provide an accurate and in-depth analysis of qualitative and quantitative data relating to a business situation using appropriate analytical procedures and models.	Provide consistent interpretation and evaluation of complex information, concepts and ideas involving interacting factors	Provide critical interpretation and evaluation of complex information, concepts and ideas involving many interacting factors	Provide consistently critical interpretation and evaluation of highly complex information concepts and ideas involving many interacting factors
Compare and contrast the expected outcomes of alternative solutions to case problem(s).	Can adequately determine, refine, adapt and use appropriate methods to reach justified solutions.	Can soundly determine, refine, adapt and use appropriate methods to reach justified and appropriate solutions.	Can coherently determine, refine, adapt and use appropriate methods to reach well justified and highly appropriate solutions.
Formulate detailed recommendations for actions and feedback on case problem(s).	Use and where appropriate undertake appropriate research or development activities to inform acceptable conclusions	Use and where appropriate undertake detailed research or development activities to inform well supported and appropriate conclusions	Use and where appropriate undertake thorough and detailed research or development activities to inform well supported and convincing conclusions
Apply tools for information systems and business analysis to a range of problems.	Demonstrate adequate understanding of different perspective, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspective, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspective, approaches and schools of thought and the theories that underpin them

Grade descriptors for Business-to-Business Marketing

Learning Outcome	Pass	Merit	Distinction
Distinguish between business-to-business (B2B) marketing as opposed to business-to-consumer (B2C) marketing.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them
Demonstrate an extensive knowledge of the marketing needs and requirements of organisations in the Business-to-Business market.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Understand the different channels of customer and marketing communications and how they might be exploited for B2B marketing purposes.	Provide consistent interpretation and evaluation of complex information, concepts and ideas involving interacting factors	Provide critical interpretation and evaluation of complex information, concepts and ideas involving many interacting factors	Provide consistently critical interpretation and evaluation of highly complex information concepts and ideas involving many interacting factors
Critically evaluate the role of quality assurance in customer relationship management.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Demonstrate a significant understanding of Key Account Management techniques as used in B2B marketing and how they differ from transactional marketing and sales techniques.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them

Grade descriptors for Business Research Methodology

Learning Outcome	Pass	Merit	Distinction
Assess a range of business research approaches and methods.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them
Design business research studies for a variety of research questions, recognising limits to objectivity and ability to set them in the context of published literature.	Use and where appropriate undertake appropriate research or development activities to inform acceptable conclusions	Use and where appropriate undertake detailed research or development activities to inform well supported and appropriate conclusions	Use and where appropriate undertake thorough and detailed research or development activities to inform well supported and convincing conclusions
Critically apply research findings to business decision-making, demonstrating a comprehensive knowledge of different methods of data analysis and presentation.	Can adequately determine, refine, adapt and use appropriate methods to reach justified solutions.	Can soundly determine, refine, adapt and use appropriate methods to reach justified and appropriate solutions.	Can coherently determine, refine, adapt and use appropriate methods to reach well justified and highly appropriate solutions.
Perform analytical business forecasting by evaluating historical and study data.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Gather primary and secondary study data showing awareness of ethical sampling and practical issues.	Can adequately determine, refine, adapt and use appropriate methods to reach justified solutions.	Can soundly determine, refine, adapt and use appropriate methods to reach justified and appropriate solutions.	Can coherently determine, refine, adapt and use appropriate methods to reach well justified and highly appropriate solutions.

Learning Outcome	Pass	Merit	Distinction
Accurately use sources of academic literature as supporting evidence.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them

Grade descriptors for Business Strategy

Learning Outcome	Pass	Merit	Distinction
Critically evaluate the relationships between the macro and competitive environments of organisations.	Provide consistent interpretation and evaluation of complex information, concepts and ideas involving interacting factors	Provide critical interpretation and evaluation of complex information, concepts and ideas involving many interacting factors	Provide consistently critical interpretation and evaluation of highly complex information concepts and ideas involving many interacting factors
Comprehensively discuss the resource-based approach to strategic management.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Distinguish between corporate, business and operational strategies.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them
Understand the process of strategic analysis, choice and implementation.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them
Critically analyse case study organisations through applying a range of business concepts and frameworks.	Can adequately determine, refine, adapt and use appropriate methods to reach justified solutions.	Can soundly determine, refine, adapt and use appropriate methods to reach justified and appropriate solutions.	Can coherently determine, refine, adapt and use appropriate methods to reach well justified and highly appropriate solutions.

Grade descriptors for International Marketing Strategy

Learning Outcome	Pass	Merit	Distinction
Critically evaluate the factors which distinguish product, price and promotional policy formulation for overseas markets as opposed to the domestic market.	Provide consistent interpretation and evaluation of complex information, concepts and ideas involving interacting factors	Provide critical interpretation and evaluation of complex information, concepts and ideas involving many interacting factors	Provide consistently critical interpretation and evaluation of highly complex information concepts and ideas involving many interacting factors
Critically evaluate a business's access to export in terms of national and global markets.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Strategically plan and review international and global markets by analysing the advantages and disadvantages of marketing strategies adopted by industrialised, developing and underdeveloped economies.	Can adequately determine, refine, adapt and use appropriate methods to reach justified solutions.	Can soundly determine, refine, adapt and use appropriate methods to reach justified and appropriate solutions.	Can coherently determine, refine, adapt and use appropriate methods to reach well justified and highly appropriate solutions.
Assess the importance of international planning and evaluate potential international distribution channels.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Evaluate sources of information, methods of information collection and methods of information analysis suitable for international marketing operations.	Use and where appropriate undertake appropriate research or development activities to inform acceptable conclusions	Use and where appropriate undertake detailed research or development activities to inform well supported and appropriate conclusions	Use and where appropriate undertake thorough and detailed research or development activities to inform well supported and convincing conclusions

Grade descriptors for Management and Organisational Behaviour

Learning Outcome	Pass	Merit	Distinction
Demonstrate an extensive understanding of the management's relationship to the organisation and the individuals within it.	Provide consistent interpretation and evaluation of complex information, concepts and ideas involving interacting factors	Provide critical interpretation and evaluation of complex information, concepts and ideas involving many interacting factors	Provide consistently critical interpretation and evaluation of highly complex information concepts and ideas involving many interacting factors
Critically evaluate the social and psychological factors that determine successful managerial leadership.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them
Assess the role of the manager in relation to the implementation and management of change.	Demonstrates adequate ability to evaluate actions, methods and results and their implications.	Demonstrates sound ability to evaluate actions, methods and results and their short and long term implications.	Demonstrates comprehensive ability to evaluate actions, methods and results and their short and long term implications.
Understand the ethical and diversity aspects of management.	Provide consistent interpretation and evaluation of complex information, concepts and ideas involving interacting factors	Provide critical interpretation and evaluation of complex information, concepts and ideas involving many interacting factors	Provide consistently critical interpretation and evaluation of highly complex information concepts and ideas involving many interacting factors
Perform a self-evaluation of potential strengths, and development areas, in their individual approach to management, and prepare a management development plan.	Use and where appropriate undertake appropriate research or development activities to inform acceptable conclusions	Use and where appropriate undertake detailed research or development activities to inform well supported and appropriate conclusions	Use and where appropriate undertake thorough and detailed research or development activities to inform well supported and convincing conclusions
Understand important learning strategies, and key approaches to management and leadership.	Demonstrate adequate understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate sound understanding of different perspectives, approaches and schools of thought and the theories that underpin them	Demonstrate comprehensive understanding of different perspectives, approaches and schools of thought and the theories that underpin them