NCC education
® Awarding Great British Qualifications

LEVEL 5 DIPLOMA IN BUSINESS
(L5DB)

Qualification Unit Specification
2021/22

Modification History

Version	Revision Description
V2.0	Updated contents to reflect the increase in credit size of the units, from 15 to 20 credits.
V2.1	Updated Programme codes
V2.2	Added grading algorithm statement in *Section* 6 Results and Certificates
V2.3	Updated NOS January 2020
V2.4	Update of assessment methodology for PBO
V2.5	"Global Examination" occurrences changed to "Time-constrained Assessment'
V2.6	Update of assessment methodology for FM

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 5 Diploma in Business is:

- **Regulated** by Ofqual and listed on the Qualifications and Credit Framework – Qualification Number 600/2480/X. The Regulated Qualifications Framework (RQF) is a credit-based qualifications framework, allowing candidates to take a Unit-based approach to building qualifications.

  For more information see:

  http://ofqual.gov.uk/qualifications-and-assessments/qualification-frameworks/

- **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 second year of the NCC Education degree journey and builds upon the knowledge gained during NCC Education's Level 4 Diploma in Business (L4DB) (RQF).

Objective

On successful completion, candidates will be able to complete the final year of a degree at one of the many universities that recognise NCC Education qualifications, or play a significant role in a business organisation.

2. Structure of the L5DB Qualification

Qualification Title, Credits, Units and Level

NCC Education Level 5 Diploma in Business (RQF), 120 credits, all at RQF Level 5.

Total Qualification Time: 1,200 hours.
Guided Learning Hours: 240 hours to 264 hours (depend on the units selected)

Candidates must pass any 6 (SIX) Units to be awarded the Level 5 Diploma in Business certificate.

Advanced Business Mathematics (20 credits)	Business Economics (20 credits)	Financial Management (20 credits)	Human Resources in Business (20 credits)
Information Systems and Organisations (20 credits)	Marketing in Business (20 credits)	Principles of Business Operations (20 credits)	Understanding Consumer Behaviour (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 5 Diploma in Business.

This qualification is regulated by Ofqual and listed on the Qualifications and Credit Framework – Qualification Number 600/2480/X. For further information see http://register.ofqual.gov.uk/Qualification/Details/600_2480_X

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

Unit	Assessment Methods	
	Time-constrained Assessment	Global Assignment
Advanced Business Mathematics	100%	-
Business Economics	-	100%
Financial Management	-	100%
Human Resources in Business	-	100%
Information Systems and Organisations	-	100%
Marketing in Business	-	100%
Principles of Business Operations	-	100%
Understanding Consumer Behaviour	-	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 Time-constrained Assessments 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 *Candidate Registration Portal*, 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 *Examination Guidelines* and *Marking and Moderation Manual*. The *Marking and Moderation Manual* 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 *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
• Holders of the NCC Education Level 4 Diploma in Business (L4DB) • Holders of any local or international qualification deemed to be a similar level to Level 4 Diploma in Business (L4DB). These shall be agreed in advance with 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 *Candidate Registration Portal* system and according to the deadlines for registration provided in the *Activity Schedule*. Interactive guides and a user manual for *Candidate Registration Portal* are available to Centres to assist with navigating the system and understanding all the services available via *Candidate Registration Portal.*

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 Summer, Units C and D in Autumn, Units E and F in Winter and Units G and H in Spring). This includes candidates who need to resit a particular Unit.

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

4.6 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.

4.7   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. Advanced Business Mathematics

Title:	Advanced Business Mathematics

RQF code:	R/617/8475	Credits	20	Level	5

Guided Learning Hours	39 hours (incl. 3-hour TCA)	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Use summary and inferential statistics to inform business decisions	1.1 Calculate and interpret standard scores 1.2 Use index numbers when reviewing data 1.3 Compare and contrast sampling methods and techniques 1.4 Use confidence intervals to indicate the reliability of estimates 1.5 Apply significance testing to business hypotheses
2. Analyse management decisions using optimisation techniques	2.1 Use differentiation in marginal analysis 2.2 Formulate a linear programme 2.3 Interpret the optimal and sensitivity results from the solution of a linear programme.
3. Understand and apply approaches to business forecasting	3.1 Use Pearson and Spearman correlation analysis 3.2 Perform a simple regression analysis 3.3 Evaluate results from a multiple regression analysis 3.4 Use time series analysis to predict future business performance
4. Evaluate sequential management decisions	4.1 Formulate a decision tree representation of a management decision 4.2 Solve a decision tree

Syllabus content	
Topic	**Course coverage**
Introductory management statistics	• Summary statistics • Data types • Index numbers ***Learning Outcome: 1***

Probability distributions	• Simple probability review • Standard scores (Z-scores) • Probability distributions ***Learning Outcome: 1***
Inferential statistics 1	• Sampling distributions • Point estimates and confidence intervals • Introduction to hypothesis testing ***Learning Outcome: 1***
Inferential statistics 2	• Hypothesis testing with a sample • Sampling approaches • Two sample t-test • Significance, error types, power • Frequency data and the χ^2 test ***Learning Outcome: 1***
Differentiation 1	• Gradient and the derivative • Rules of differentiation ***Learning Outcome: 2***
Differentiation 2	• Partial differentiation • The total derivative ***Learning Outcome: 2***
Regression analysis 1	• Pearson correlation • Simple linear regression • Spearman correlation ***Learning Outcome: 3***
Regression analysis 2	• Multiple regression analysis • Further regression models ***Learning Outcome: 3***

Time series analysis	• Preparing time series for analysis
	• Time series decomposition
	  – Additive and multiplicative models
	  – Centred moving averages
	  – Seasonal adjustment
	• Forecasting with time series
	• Exponential smoothing
	Learning Outcome: 3

Linear Programming	• Formulating two variable linear programme • Graphical solution of a linear programme • Sensitivity analysis ***Learning Outcome: 2***

Linear Programming with Solver routines	• Multiple variable linear programmes
	• Solving linear programmes with software
	• Interpreting the output
	• Extensions of linear programming: the integer programme
	Learning Outcome: 2
Decision tree analysis	• Formulating decision trees
	• Solving decision trees with rollback
	• Posterior probabilities within decision trees
	• Uncertainty
	Learning Outcome: 4

Related National Occupational Standards (NOS)
Sector Subject Area: Business and Administration (2013)
Related NOS: CFABAD321 Collate and organise data
CFABAD322 Analyse and report data
CFABAG127 Solve business problems
CFABAG128 Evaluate and solve business problems

Assessments
Time-constrained Assessment (100%)
See also Section 3 above

5.2. Business Economics

Title:	Business Economics

RQF code:	D/617/8477	Credits	20	Level	5

Guided Learning Hours	48 hours	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Critically assess different approaches to the nature of the firm	1.1 Identify and critically appraise the different theories of firm objectives and motivations of main actors 1.2 Critically appraise the effect of different objectives and motivations on firm behaviour and outcomes e.g. profit, revenue etc 1.3 Understand the implications of different routes to firm growth
2. Critically examine the rationales for multi- national companies (MNCs) and the means by which they may emerge	2.1 Explain and critique the different theoretical rationales for MNCs 2.2 Discuss the different means by which MNCs may develop 2.3 Discuss how MNCs may expand through takeovers, mergers and acquisitions
3. Understand techniques for demand and cost estimation and the analysis of competitive structure	3.1 Apply the methods used for demand and cost estimation 3.2 Analyse competitive structure and understand the implications and limitations of such analysis 3.3 Understand and be able to evaluate different pricing techniques
4. Understand techniques for dealing with risk and uncertainty	4.1 Discuss the techniques used to support decision-making in conditions of risk and uncertainty
5. Evaluate the arguments for privatisation and regulation	5.1 Understand the theoretical arguments for both privatisation and regulation and the policy developments in each area 5.2 Evaluate different approaches to regulation

Syllabus content	
Topic	**Course coverage**
Introduction to Managerial Economics	• Subject matter and approach of managerial economics • Role of models in managerial economics • Profit maximisation and maximisation of shareholder wealth • Managerial models of firm objectives • Behavioural models of firm objectives ***Learning Outcome: 1***
Firm Behaviour in Reality	• Maximising objectives in practice • Non maximising objectives in practice • Portfolio theory ***Learning Outcome: 1***
The Nature of the Firm	• Different rationales for the existence of firms • Introduction to transaction cost analysis • Different forms of contractual relationships • Implications of incomplete contracts • In house production versus outsourcing ***Learning Outcome: 1***
Ownership and Control	• Motivations of managers and shareholders • The market for corporate control • Principal-agent theory and incentives ***Learning Outcome: 1***
Diversification, Takeovers and Mergers	• Different types of diversification • Rationales for different forms of diversification • Practical evidence concerning impacts of takeovers and mergers ***Learning Outcome: 2***
Multinational Companies (MNCs)	• A brief history of MNCs • Different means by which MNCs emerge • Different rationales for the development of MNCs ***Learning Outcome: 2***
Forecasting Demand	• Conceptual difficulties facing demand forecasting • Different practical methods of demand/sales forecasting. ***Learning Outcome: 3***
Cost Estimation	• Conceptual difficulties facing cost estimation • Methods of cost estimation • Cost drivers • Breakeven analysis ***Learning Outcome: 3***

Analysing Competitive Structure	• Porter's 5 forces model • Power of buyers • Power of suppliers • Threat of entry • Threat of substitution • Intensity of rivalry ***Learning Outcome: 4***
Pricing	• Conceptual difficulties facing pricing • Practical real world approaches to pricing ***Learning Outcome: 3***
Privatisation	• Arguments for privatisation • Natural monopoly and privatisation • Practice of privatisation • Recent policy developments ***Learning Outcome: 5***
Regulation	• Economic case for regulation • Regulation of market power • Rate of return versus price cap regulation • Regulation of information asymmetries ***Learning Outcome: 5***

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008 **Related NOS:** CFAMLE10 - Take effective decisions CFABAF121 Monitor and evaluate the performance of contractors CFABAH124 Improving corporate performance

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

5.3. Financial Management

Title:	Financial Management

RQF code:	H/617/8481	Credits	20	Level	5

Guided Learning Hours	39 hours (incl. 3-hour TCA)	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Analyse and prepare financial statements using International Financial Reporting Standards (IFRS)	1.1 Interpret published financial statements 1.2 Prepare statements of financial position, income statements, statements of cash flows and statements of changes in equity 1.3 Discuss group accounting procedures involving associate and subsidiary companies
2. Assess the financial performance of companies	2.1 Prepare and interpret variance analysis statements 2.2 Use ratio analysis to assess company performance 2.3 Compare and contrast techniques of performance evaluation
3. Assess the use of managerial accounting in business strategy	3.1 Compare and contrast techniques of investment appraisal 3.2 Prepare and interpret investment appraisal reports 3.3 Discuss strategic management accounting techniques 3.4 Evaluate the role of good corporate governance and ethics in accounting

Syllabus content	
Topic	**Course coverage**

International Financial Reporting Standards (IFRS)	• Introduction to IFRS.
	 • Background and rationale of IFRS.
	 • Application of IFRS.
	 • Financial statements under IFRS:
	   − statement of financial position;
	   − income statement; and
	   − statement of cash flows.
	 Learning Outcome: 1

Preparation of published financial statements: Statement of Financial Position and Income Statement	• The statement of financial position. • The income statement. • Comparison of statement of financial position and balance sheet. ***Learning Outcome: 1***
Preparation of published financial statements: Statement of Cash Flows and Statement of Changes in Equity	• The statement of cash flows. • The statement of changes in equity. • Comparison of cash flow statement and statement of cash flows. ***Learning Outcome: 1***
Group financial statements	• Definition of group, parent, subsidiary. • Rationale for group accounts. • Group financial statements. ***Learning Outcome: 1***
Interpretation of Financial Statements	• Use and limitations of ratio analysis. • Key ratios and formula. • Calculation of key ratios. • Interpretation of ratios. ***Learning Outcome: 1***
Corporate Governance and Ethics	• Definition of corporate governance. • Background of why corporate governance and ethics are important. • Ethical decisions. • UK Corporate Governance Code. • Remuneration and audit committees. ***Learning Outcome: 3***
Standard Costing and Variance Analysis (1)	• Purpose of standard costs. • Types of standard. • Calculation and interpretation of material and labour variances. ***Learning Outcome: 2***
Standard Costing and Variance Analysis (2)	• Calculation of variable and fixed overhead variances. • Investigation of variances. • Practical application of variance analysis. ***Learning Outcome: 2***
Performance Evaluation	• Performance reporting. • Benchmarking. • Balanced scorecard. • Behavioural aspects of performance evaluation. ***Learning Outcome: 2***

Capital Investment Appraisal (1)	• Purpose of capital investment appraisal. • Payback method. • Accounting rate of return. *Learning Outcome: 3*
Capital Investment Appraisal (2)	• Investment appraisal using net present value and internal rate of return methods. • Mutually exclusive projects. *Learning Outcome: 3*
Business Strategy and Management Accounting	• Definition of strategy. • Strategic management accounting. • Value chain analysis. • Total quality management. • Business process re-engineering. *Learning Outcome: 3*

Related National Occupational Standards (NOS)
Sector Subject Area: Management & Leadership **Related NOS:** CFAMLE1 Manage a budget CFAMLE2 Manage finance in your area of responsibility CFAM&LEA4 Manage budgets **Sector Subject Area:** Accountancy **Related NOS:** FSPFA5 Draft financial statements

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

5.4. Human Resources in Business

Title:	Human Resources in Business

RQF code:	K/617/8479	Credits	20	Level	5

Guided Learning Hours	48 hours	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Understand the importance of HRM in optimising the performance and commitment of an organisation's employees	1.1 Explain the importance of people as a key organisational resource 1.2 Outline the roles of HRM professionals and line-managers 1.3 Define the nature of the 'psychological contract' between a worker and an organisation 1.4 Describe the evolving relationships between line-managers, workers, and the HRM function
2. Understand the role of effective and efficient resourcing of people in securing a workforce to contribute to organisational goals	2.1 Explain the purposes, processes and limitations of HR planning 2.2 Identify the principle elements in the processes of recruitment and selection 2.3 Assess the reliability and validity of specific techniques for selection
3. Understand the general theory and practice related to a range of HRM practices and processes	3.1 Apply learning theories to the management of employees' learning and development 3.2 Evaluate suitable methods of performance management and managing performance 3.3 Describe alternative approaches to reward and recognition in organisations 3.4 Explain the methods available for promoting positive employee relations in organisations
4. Understand the content and significance of key developments in the HRM arena	4.1 Explain the importance of High Performance Working (HPW) as a set of business methodologies, and evaluate the application of HPW techniques 4.2 Describe the benefits to be gained from a culture of employee engagement 4.3 Assess the advantages of employer branding 4.4 Explain the importance of personal

	development throughout an organisation's workforce

Syllabus content	
Topic	**Course coverage**
The Nature and Context of Human Resource Management (HRM)	• Defining HRM • HRM and its relationship to an organisation's external and internal environments • Roles in HRM ***Learning Outcome: 1***
Strategic HRM	• HRM and Organisational Strategy • Optimising the performance of an organisation's Human Resources • The purposes, processes and limitations of HR planning. • High Performance Working ***Learning Outcome: 1***
HRM and the Law	• National and International legal frameworks • Collective and Individualistic perspectives on employment law • The contract of employment • Terminating the contract of employment ***Learning Outcome: 2***
Recruitment and Selection	• Employer Branding • The processes of recruitment and e-recruitment • Selection Methods: reliability and validity • Designing selection processes, including the role of e-selection methods ***Learning Outcome: 2***
Employee Reward and Retention	• Motivation and Reward • Reward and Recognition • Pay and Benefits • Total Reward ***Learning Outcome: 3***
Performance Management	• Performance management: objective-setting and systematic performance review • Managing performance: control/monitoring systems, absence control and the design of disciplinary procedures ***Learning Outcome: 3***
Learning and Development	• Theories of Learning • Training and Development • Coaching and Mentoring ***Learning Outcome: 3***

Managing the Employment Relationship	• Promoting positive Employee Relations
	• The psychological contract
	• Employee Commitment and Engagement
	Learning Outcome: 1
Managing Equality and Diversity	• Discrimination: Fair and Unfair
	• Equality and Inequality in organisations
	• Diversity and its Management
	Learning Outcome: 2
HRM and Globalisation	• Managing International Diversity
	• Globalisation and the Ethics of HRM
	• Outsourcing and Off-shoring
	• Managing a Global Career
	Learning Outcome: 4
Measuring HRM	• Strategy Re-visited
	• HRM Efficiency and Effectiveness
	• Measures and Scorecards
	Learning Outcome: 4
Trends and Future Challenges in HRM	• Employee Well-being and Work/Life Balance
	• Knowledge Management and Knowledge Workers
	• The Flexible Organisation and Flexi-work
	Learning Outcome: 4

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008
Related NOS: CFAMLD9 Build and manage teams
CFAMLD13 Support individuals to develop and maintain their performance
CFAMLD14 Initiate and follow disciplinary procedure
CFAMLD15 Initiate and follow grievance procedure
Sector Subject Area: Business and Administration NOS (2010)
Related NOS:
CFABAG1212 Supervise a team in a business environment

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

5.5. Information Systems and Organisations

Title:	Information Systems and Organisations

RQF code:	H/617/8478	Credits	20	Level	5

Guided Learning Hours	48 hours	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Analyse the use of Information Systems (IS) within organisations	1.1 Assess the importance of IS in organisations as a store for data, information and knowledge 1.2 Discuss the different social contexts and stakeholder perspectives of IS 1.3 Understand the relationship between IS and process change within organisations
2. Examine the many internal and external uses of an organisation's IS	2.1 Explain how IS contributes to the management of knowledge within organisations 2.2 Analyse how interactions with customers and external parties can be managed using IS
3. Critically evaluate the costs and benefits of a range of IS systems	3.1 Discuss the costs and benefits involved in implementing new IS 3.2 Analyse the importance of having a balanced portfolio of IS that supports organisational strategy
4. Critically evaluate the cultural, structural and political aspects of IS	4.1 Assess the effects of IS on organisational structure and central decision-making 4.2 Analyse the political aspects of IS
5. Examine the issues associated with human interaction with IS	5.1 Assess the IS needs of a range of individuals 5.2 Discuss the legal and ethical issues surrounding IS 5.3 Analyse how IS can be used to increase commitment and control in an organisation 5.4 Describe the issues surrounding the acceptance of new technology
6. Assess the effects of technological change on IS and the organisations	6.1 Evaluate the process of implementing new IS 6.2 Explain how to identify and influence stakeholders when implementing new IS

Syllabus content	
Topic	**Course coverage**
Organisations and Information Systems	• Data, information and knowledge. • The uses and importance of IS to organisations ***Learning Outcome: 1***
Social Contexts and Perspectives on IS	• Social contexts within organisations Different perspectives • Technology interaction with the organisation ***Learning Outcome: 1***
Internal IS and Enterprise Systems	• Evolution and classification of IS • Information flows • Processes • Enterprise wide systems ***Learning Outcome: 1***
Organisational Strategy and IS	• Alignment to organisational needs • Ensuring the IS portfolio supports the business and supports stakeholders ***Learning Outcome: 2***
Evaluating IS	• Sources of cost and benefit • Tangible and intangible factors • Formal-rational evaluation • Wider criteria for evaluating IS ***Learning Outcome: 3***
Cultural, Structural and Political Aspects of IS	• Culture and IS • How IS affects structure • Central and local decision making • Political aspects of IS ***Learning Outcome: 4***
People and IS Interpretation	• Human needs • Information ownership • Legal and ethical issues • Data security ***Learning Outcome: 5***
The 21st Century Organisation	• Using IS for commitment and control • Managing distributed work • Evolution of working practices ***Learning Outcome: 5***
User Acceptance and the Socio-technical Approach	• Technology acceptance and the socio-technical approach • HCI and usability considerations ***Learning Outcome: 5***
IS and the Customer	• Dealing with customers, suppliers and partners • eBusiness ***Learning Outcome: 2***

IS and Organisational Change	• Implementing IS and the context of change • Critical aspects of a project • Understanding models of change • Identifying and influencing stakeholders ***Learning Outcome: 6***
Benefits Management	• Characteristics of successful IS implementations ***Learning Outcome: 6***

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008 **Related NOS:** CFAMLE4 Promote the use of technology within your organisation **Sector Subject Area:** Business and Administration (2013) **Related NOS:** CFABAD111 Support the design and development of information systems CFABAD121 Support the management and development of an information system CFABAD122 Manage and evaluate an information system

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

5.6. Marketing in Business

Title:	Marketing in Business

RQF code:	D/617/8480	Credits	20	Level	5

Guided Learning Hours	36 hours	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Understand environmental and market factors affecting marketing decisions	1.1 Apply appropriate analysis tools to a variety of business contexts 1.2 Apply traditional and contemporary marketing tools to aid strategic marketing planning 1.3 Explain the importance of environmental impacts on strategic marketing decisions 1.4 Discuss the use of market segmentation in a range of markets 1.5 Discuss business-to-business marketing and the buying behaviour of businesses
2. Assess the role of information and research in marketing decision-making	2.1 Discuss the market research process and the techniques used to gather market research 2.2 Explain the role of information in the marketing planning process and the function of marketing information systems
3. Understand the process of marketing and selling new products	3.1 Explain the process of developing new products and the effect of the product lifecycle on marketing activities 3.2 Evaluate the strengths and weaknesses of a range of distribution channels available to businesses 3.3 Discuss the pricing strategies available to a business 3.4 Explain how internal and external pressures affect pricing strategies for new products
4. Understand the marketing process in global markets	4.1 Discuss the characteristics of global markets 4.2 Evaluate the social and cultural factors in international marketing 4.3 Explain the methods available for entry into global markets 4.4 Explain how to develop a 'brand' and how the brand can be communicated
5. Understand marketing strategies in contemporary businesses	5.1 Discuss the use of online marketing strategies 5.2 Discuss the use of Integrated Marketing Communications in modern businesses

Syllabus content

Topic	Course coverage
Strategic Planning and Analysis	- What is involved in strategic planning? - Core competencies - Tools to help with strategic planning - Development of mission statements - Business portfolio planning - The Boston Consulting Group matrix - The strategic planning process - The marketing plan ***Learning Outcome: 1***
The Marketing Environment and the Business Environment	- The internal competencies of the company - The external environment - PESTEL analysis - Five forces analysis ***Learning Outcome: 1***
Marketing Research	- What is meant by market research? - Why market research is necessary - Types of research - Strengths and weaknesses of methodologies - The research process ***Learning Outcome: 2***
Market Segmentation, Targeting and Positioning	- The levels of market segmentation - Why segmentation is required - Criteria for successful segmentation - Targeted marketing - Market positioning - Competitive positioning ***Learning Outcome: 1***
Business-to-Business Marketing	- Segmentation of business markets - How do businesses buy? - Differences between businesses and consumers ***Learning Outcome: 1***
Channel Marketing and Distribution	- Channel partners - Different channel structures - Distribution strategies ***Learning Outcome: 3***
New Product Development	- The new product development process - The Product Life Cycle - Product repositioning - Product deletion ***Learning Outcome: 3***

Pricing Strategies	• Price setting strategies • Factors to include in pricing calculations • Pricing objectives • Elasticity of price • Supply and demand ***Learning Outcome: 3***	
Global and International Marketing	• Global markets • Social and cultural factors • Hofstede's country evaluation • Standard offering or adaption • Global communication ***Learning Outcome: 4***	
Brand Development of Product and Services	• What makes up a brand? • How is a brand developed? • Brand communication ***Learning Outcome: 4***	
Marketing Online	• Business online • Specifics of online marketing • The customisation of online marketing • Online communication ***Learning Outcome: 5***	
Integrated Marketing Communication	• Definition of IMC • Objectives • Planning IMC campaigns ***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
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 Section3 above

5.7. Principles of Business Operations

Title:	Principles of Business Operations

RQF code:	Y/617/8476	Credits	20	Level	5

Guided Learning Hours	48 hours	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Examine the frameworks of operations management	1.1 Evaluate the principles of operations management 1.2 Analyse the key activities in operations management and how they have changed over time 1.3 Analyse the use, design and development of value chains 1.4 Discuss the methods used to measure the performance of operations management activities 1.5 Assess how customers' wants and needs drive operations strategy
2. Analyse the use of technology in operations management	2.1 Examine how new technologies are used in value chains 2.2 Assess how technology is used to create integrated operating systems
3. Assess the design of goods and services	3.1 Examine how goods and services are designed 3.2 Examine how production and design processes are developed
4. Analyse how operations management processes are developed	4.1 Assess the layout of facilities and processes 4.2 Examine the need for workplace and job design 4.3 Discuss the components and design of supply chains 4.4 Assess the process and the use of forecasting in short and long-term decisions relating to capacity 4.5 Discuss the need for accurate resource planning and scheduling 4.6 Analyse the importance of various quality measures in operations management
5. Evaluate the use of lean operations	5.1 Examine the underlying principles of lean operations 5.2 Analyse the use of 'just-in-time' systems

Syllabus content	
Topic	**Course coverage**
Introduction to Operations	• The nature of operations and introduction to Business Operations concepts ***Learning Outcome: 1***
Value Chains and Global Operations	• Value chain design and development and their context in global operations ***Learning Outcome: 1***
Frameworks for Operations Management	• The scope of performance management and designing performance management and measurement systems ***Learning Outcome: 1***
Operations for Business Competitiveness	• Operations strategy and competitive priorities – understanding customers' wants and needs ***Learning Outcome: 1***
Using Technology	• Issues relating to operations design technologies implementation and management ***Learning Outcome: 2***
Goods and Services	• Designing goods and services in an operations context ***Learning Outcome: 3***
Facilities Design	• Facility design and layout decisions in an operations context ***Learning Outcome: 4***
Supply Chains and Facilities Location	• Designing supply chains and facilities location decisions ***Learning Outcome: 4***
Capacity	• Managing operations capacity and forecasting for business operations ***Learning Outcome: 4***
Resources	• Managing operations resource planning and scheduling ***Learning Outcome: 4***
Quality	• Managing operations quality in a global context ***Learning Outcome: 4***
Managing Operations	• Lean operations and just-in-time systems ***Learning Outcome: 5***

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008
Related NOS: CFAMLB1 Develop and implement operational plans for your area of responsibility
CFAMLF3 Manage business processes
Sector Subject Area: Business and Administration (2013)
Related NOS:
CFABAG121 Contribute to decision-making in a business environment

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

5.8. Understanding Consumer Behaviour

Title:	Understanding Consumer Behaviour

RQF code:	K/617/8482	Credits	20	Level	5

Guided Learning Hours	36 hours	Total Qualification Time	200 hours

Learning Outcomes; The Learner will:	Assessment Criteria; The Learner can:
1. Examine the importance of understanding consumer behaviour	1.1 Distinguish between needs, motivation and values 1.2 Explain how an understanding of consumer behaviour may influence marketing strategy
2. Examine the many influences that affect an individual's buying behaviour	2.1 Assess the influence of consumer demographics and psychographics 2.2 Assess the influence of social groups, family and culture
3. Analyse the theories of new-product buying	3.1 Assess the relevance of the diffusion-adoption of innovation framework 3.2 Determine the importance of two-step communication for new product marketing
4. Analyse the theories of customer loyalty and retention	4.1 Explain the reasons behind customer defection 4.2 Illustrate the methods used to encourage loyalty 4.3 Assess the benefits of relational interaction between customers and organisations
5. Assess organisational buying behaviour	5.1 Compare and contrast the buying processes of consumers and organisations 5.2 Examine the major influences on organisational buying decisions
6. Evaluate the response of consumers to marketing in the different stages of purchasing	6.1 Explain the hierarchy of effects model and its relevance to marketing 6.2 Assess the importance of consumer perception to marketing activities 6.3 Examine the theories of impulse buying
7. Evaluate the methods used to research consumer behaviour	7.1 Discuss the methods used to identify consumer motives 7.2 Analyse the use of transactional data, pre-purchase data and geodemographics

Syllabus content	
Topic	**Course coverage**
Introduction to Consumer Behaviour - Influence of Consumer Motives and Values	- Unit overview - Examination of needs and wants and the theories of motivation - Relationship between values and motivation - Evans et al Ch 1 ***Learning Outcome: 1***
Influence of Consumer Demographics	- Examination of the role of age, gender and social grade in consumer behaviour - Evans et al Ch5 ***Learning Outcome: 2***
Influence of Consumer Psychographics	- Examination of the role of personality in consumer behaviour - Evans et al Ch 6 ***Learning Outcome: 2***
Influence of Social Groups, Family and Culture	- Examination of the nature of social group influence of consumer behaviour - Examination of how families buy and the relative contributions to the buying process - Examination of the nature of different consumer values across cultures - Evans et al Ch 7 & 8 ***Learning Outcome: 2***
New Product Buying	- Examination of new product buying behaviour – diffusion-adoption of innovation theories. - Evans et al Ch 9 ***Learning Outcome: 3***
Repeat Buying, Loyalty and Relational Buying	- Examination of the nature of switching, defection and repeat purchasing - Encouraging customer loyalty - The nature and benefits of relational interaction between consumers and organisations - Evans et al Ch 10 ***Learning Outcome: 4***
Organisational Buying Behaviour	- Examination of the differences between consumer and business markets - The organisation buying centre - The organisation buying process and major influences - Evans et al Ch 13 ***Learning Outcome: 5***
Consumer Response to Marketing – Exposure, Attention and Perception	- Examination of the hierarchy of effects model – exposure, attention and perception. - Evans et al Ch 2 ***Learning Outcome: 6***

Consumer Response to Marketing – Learning, Attitude and Action	• Examination of the hierarchy of effects model – learning, attitude and action • Evans et al Ch 3 & 4 ***Learning Outcome: 6***
Consumer Response to Marketing – Post-Purchase	• Examination of how consumers respond post-purchase • Customer satisfaction, post-purchase dissonance • Levels of consumer involvement in decision making • Evans et al Ch 4 ***Learning Outcome: 6***
Researching Consumer Behaviour	• Examination of the complexity of identifying consumers' motives • Motivation research techniques • Attitude measures • Evans et al Ch 1 & 3 ***Learning Outcome: 7***
Researching Consumer Behaviour – Personalised Databases	• Examination of the use of consumer buying information to explain and predict consumers' behaviour and facilitate individualised consumer-organisational interaction • Transactional data, pre-purchase data, geodemographics. • Evans et al CH 11 ***Learning Outcome: 7***

Related National Occupational Standards (NOS)
Sector Subject Area: Management and Leadership National Occupational Standards 2008 **Related NOS:** CFAMLF9 Build your organisation's understanding of its market and customers **Sector Subject Area:** Marketing; Social Marketing **Related NOS:** CFASMA1.2V4.0 Collect data on the knowledge, attitudes and behaviours of target groups CFAM1.3.2 Define the customer experience towards informing marketing strategy

Assessments
Global Assignment (100%)

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 units that make up the qualification. Please note that in exceptional circumstances, NCC Education may be required to change the algorithm to calculate a final qualification mark for a learner in order to secure the maintenance of standards over time. Any necessary changes to this algorithm would be shared with Centres and learners promptly by NCC Education.

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 which contain your qualification grade and pass mark 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

- Examination Guidelines

- Marking and Moderation Manual

- Activity Schedule

- Operations Manual

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 Understanding Consumer Behaviour

Learning Outcome	Pass	Merit	Distinction
Examine the importance of understanding consumer behaviour	Provide an examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Examine the many influences that affect an individual's buying behaviour	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Analyse the theories of new-product buying	Demonstrate adequate ability to analyse theories	Demonstrate ability to provide detailed and coherent analysis of theories	Demonstrate ability to provide comprehensive, lucid analysis of theories
Analyse the theories of customer loyalty and retention	Demonstrate adequate ability to analyse theories	Demonstrate ability to provide detailed and coherent analysis of theories	Demonstrate ability to provide comprehensive, lucid analysis of theories
Assess organisational buying behaviour	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements
Evaluate the response of consumers to marketing in the different stages of purchasing	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent

Learning Outcome	Pass	Merit	Distinction
Evaluate the methods used to research consumer behaviour	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent

Grade descriptors for Principles of Business Operations

Learning Outcome	Pass	Merit	Distinction
Examine the frameworks of operations management	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Analyse the use of technology in operations management	Demonstrate adequate ability to analyse the topic	Demonstrate ability to provide detailed and coherent analysis of the topic	Demonstrate ability to provide comprehensive, lucid analysis of the topic
Assess the design of goods and services	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements
Analyse how operations management processes are developed	Demonstrate adequate ability to analyse the topic	Demonstrate ability to provide detailed and coherent analysis of the topic	Demonstrate ability to provide comprehensive, lucid analysis of the topic
Evaluate the use of lean operations	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent

Grade descriptors for Marketing in Business

Learning Outcome	Pass	Merit	Distinction
Understand environmental and market factors affecting marketing decisions	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Assess the role of information and research in marketing decision-making	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements
Understand the process of marketing and selling new products	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the marketing process in global markets	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand marketing strategies in contemporary businesses	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding

Grade descriptors for Information Systems and Organisations

Learning Outcome	Pass	Merit	Distinction
Analyse the use of Information Systems (IS) within organisations	Demonstrate adequate ability to analyse the topic	Demonstrate ability to provide detailed and coherent analysis of the topic	Demonstrate ability to provide comprehensive, lucid analysis of the topic
Examine the many internal and external uses of an organisation's IS	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Critically evaluate the costs and benefits of a range of IS systems	Provide a reasonable assessment of the subject; Ideas are generally coherent and demonstrate some sound critical skills	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent; Demonstrate consistently sound critical skills	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent; Demonstrate highly developed critical skills
Critically evaluate the cultural, structural and political aspects of IS	Provide a reasonable assessment of the subject; Ideas are generally coherent and demonstrate some sound critical skills	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent; Demonstrate consistently sound critical skills	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent; Demonstrate highly developed critical skills
Examine the issues associated with human interaction with IS	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Assess the effects of technological change on IS and the organisations	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements

Grade descriptors for Human Resources in Business

Learning Outcome	Pass	Merit	Distinction
Understand the importance of HRM in optimising the performance and commitment of an organisation's employees	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the role of effective and efficient resourcing of people in securing a workforce to contribute to organisational goals	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the general theory and practice related to a range of HRM practices and processes	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the content and significance of key developments in the HRM arena	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding

Grade descriptors for Financial Management

Learning Outcome	Pass	Merit	Distinction
Analyse and prepare financial statements using International Financial Reporting Standards (IFRS)	Demonstrate ability to perform the task	Demonstrate ability to perform the task consistently well	Demonstrate ability to perform the task to the highest standard
Assess the financial performance of companies	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements
Assess the use of managerial accounting in business strategy	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements

Grade descriptors for Business Economics

Learning Outcome	Pass	Merit	Distinction
Critically assess different approaches to the nature of the firm	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements; Demonstrate some sound critical skills	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements; Demonstrate consistently sound critical skills	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements; Demonstrate highly developed critical skills
Critically examine the rationales for multi- national companies (MNCs) and the means by which they may emerge	Provide examination of the subject with some suitable examples and references; Demonstrate some sound critical skills	Provide detailed examination of the subject with adequate use of appropriate references and examples; Demonstrate consistently sound critical skills	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references; Demonstrate highly developed critical skills
Critically assess techniques available for demand and cost estimation and the analysis of competitive structure	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements; Demonstrate some sound critical skills	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements; Demonstrate consistently sound critical skills	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements; Demonstrate highly developed critical skills
Critically assess techniques available for dealing with risk and uncertainty	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements; Demonstrate some sound critical skills	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements; Demonstrate consistently sound critical skills	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements; Demonstrate highly developed critical skills

Learning Outcome	Pass	Merit	Distinction
Critically assess the arguments for privatisation and regulation	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements; Demonstrate some sound critical skills	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements; Demonstrate consistently sound critical skills	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements; Demonstrate highly developed critical skills

Grade descriptors for Advanced Business Mathematics

Learning Outcome	Pass	Merit	Distinction
Use summary and inferential statistics to inform business decisions	Demonstrate adequate and appropriate use of statistics	Demonstrate appropriate and effective use of statistics	Demonstrate highly appropriate and effective use of statistics
Analyse management decisions using optimisation techniques	Demonstrate adequate ability to analyse decisions	Demonstrate ability to provide detailed and coherent analysis of decisions	Demonstrate ability to provide comprehensive, lucid analysis of decisions
Understand and apply approaches to business forecasting	Demonstrate ability to perform the task	Demonstrate ability to perform the task consistently well	Demonstrate ability to perform the task to the highest standard
Evaluate sequential management decisions	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent