

ICTQual AB



Qualification Specification

ICTQual AB Level 5 Extended Diploma in Business Administration and Management



Website
www.ictqualab.co.uk

Email:
support@ictqualab.co.uk

ICTQual AB's

Level 5 Extended Diploma in Business Administration and Management

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Qualification Specification about

ICTQual AB Level 5 Extended Diploma in Business Administration and Management

About ICTQual AB's

ICTQual AB is a distinguished awarding body based in the United Kingdom, dedicated to fostering excellence in education, training, and skills development. Committed to global standards, ICTQual AB's provides internationally recognized qualifications that empower individuals and organizations to thrive in an increasingly competitive world. Their offerings span diverse industries, including technical fields, health and safety, management, and more, ensuring relevance and adaptability to modern workforce needs.

ICTQual AB's delivers high-quality educational solutions through a network of Approved Training Centres worldwide. Their robust standards and innovative teaching methodologies equip learners with practical knowledge and skills for personal and professional growth. With a mission to inspire lifelong learning and drive positive change, ICTQual AB's continuously evolves its programs to stay ahead of industry trends and technological advancements.

Course Overview

The ICTQual Level 5 Extended Diploma in Business Administration and Management is a comprehensive, advanced vocational qualification designed for professionals seeking to elevate their managerial and strategic planning skills. Building upon foundational business knowledge, this program allows learners to refine their expertise in organizational behavior, financial decision-making, marketing strategy, and human resource management. By integrating theoretical frameworks with practical business applications, the course empowers learners to navigate complex corporate environments while emphasizing leadership, ethical responsibility, and the global significance of sustainable business operations.

Course Aims

The primary aims of this diploma are to:

- **Elevate Professional Standards:** Provide an advanced educational pathway for practitioners to achieve high-level competence in business administration and corporate strategy.
- **Foster Leadership:** Cultivate leadership, consultancy, and research skills to prepare graduates to manage departments, lead large-scale business projects, and drive innovation in the workplace.
- **Promote Ethical and Corporate Responsibility:** Instill a deep understanding of the ethical considerations and cultural awareness necessary for modern sustainable business practices.
- **Enable Career Progression:** Equip learners with the strategic decision-making skills and technical excellence required for senior roles and higher vocational progression.

Key Objectives

Upon successful completion of this qualification, learners will be able to:

- **Apply Advanced Strategies:** Execute highly specialized business and financial management techniques to drive organizational growth.
- **Analyze Complex Data:** Demonstrate mastery in analyzing market trends and operational data to formulate competitive strategies.
- **Design Innovative Operations:** Develop and execute innovative business plans that improve efficiency and organizational performance.
- **Lead Teams and Projects:** Successfully manage cross-functional teams, oversee strategic initiatives, and provide independent corporate consultancy.

Targeted Audience

This Level 5 Extended Diploma is specifically designed for:

- **Experienced Administrators:** Professionals looking to elevate their existing skills and tackle complex, strategic management roles.
- **Mid-Level Managers:** Department heads and team leaders seeking advanced technical knowledge in corporate administration.
- **Entrepreneurs and Business Owners:** Individuals running their own enterprises who require formalized frameworks to scale and manage their operations effectively.
- **Vocational Scholars:** Individuals seeking a formal, high-level qualification to bridge the gap toward further academic or higher vocational progression.

Certification Framework

Qualification title	ICTQual AB Level 5 Extended Diploma in Business Administration and Management
Course ID	B&L0007
Total Qualification Time	2400 Hours
Guided Learning Hours	1200 Hours
Grading Type	Pass / Fail
Competency Evaluation Assessment	Coursework / Assignments / Verifiable Experience
	The assessment and verification process for ICTQual AB's qualifications involves two key stages: Internal Assessment and Verification: <ul style="list-style-type: none">✓ Conducted by the staff at the Approved Training Centre (ATC) to ensure learners meet the required standards through continuous assessments.✓ Internal Quality Assurance (IQA) is carried out by the centre's IQA staff to validate the assessment process. External Quality Assurance: <ul style="list-style-type: none">✓ Managed by ICTQual AB's verifiers, who periodically review the centre's assessment and IQA processes. Verifies that assessments are conducted to the required standards and ensures consistency across centres

Entry Requirements

To enrol in ICTQual AB Level 5 Extended Diploma in Business Administration and Management, learner must meet the following entry requirements:

- ✓ **Age Requirement:** Learners must be at least 18 years old at the time of enrolment.
- ✓ **Educational Background:** A Level 4 qualification or equivalent recognised certification. Secondary education qualification such as Intermediate, A-Levels, or equivalent international qualification
- ✓ **Professional Experience:** Learners with relevant work experience in business or management may also be considered
- ✓ **English Proficiency:** Learners should have a good understanding of English and strong communication skills. International learners may be required to provide evidence of English language proficiency where applicable

Qualification Structure

This qualification comprises 12 mandatory units, totalling 240 Credits. Candidates must successfully complete all mandatory units to achieve the qualification.

Mandatory Units	
Unit Ref#	Unit Title
B&L0007 – 01	Business Management and Organisational Behaviour
B&L0007 – 02	Strategic Human Resource Management
B&L0007 – 03	Financial Management and Budgeting
B&L0007 – 04	Marketing Principles and Business Development
B&L0007 – 05	Leadership and Team Management
B&L0007 – 06	Business Communication and Professional Skills
B&L0007 – 07	Operations and Project Management
B&L0007 – 08	Business Law and Corporate Governance
B&L0007 – 09	Entrepreneurship and Innovation Management
B&L0007 – 10	Customer Relationship and Service Management
B&L0007 – 11	Strategic Planning and Decision Making
B&L0007 – 12	Research Methods and Business Consultancy Practice

Centre Requirements

To ensure quality training delivery, centres must adhere to the following standards:

1. Centre Approval

- ✓ Centres must be formally approved by ICTQual AB's before delivering this qualification.
- ✓ Approval involves a review of facilities, policies, and staff qualifications.

2. Qualified Staff

- ✓ **Tutors:** Must hold a Bachelor's Degree (Level 6) or higher in Business Administration and Management alongside relevant professional experience in supervisory or middle-management roles.
- ✓ **Assessors:** Must hold a recognized assessor qualification (e.g., CAVA, AVRA) or equivalent)
- ✓ **Internal Quality Assurers (IQAs):** Must hold a recognized IQA qualification (e.g. Level 4 Award in the IQA and Level 4 Certificate in Leading the IQA) and experience to oversee assessment standards.

3. Learning Facilities

Centre must offer:

- ✓ Private study areas and internet-enabled workspaces (for blended or physical delivery)
- ✓ Academic and pastoral support for learners
- ✓ Administrative support must be available to manage enrolment, tracking, and learner queries efficiently

4. Health and Safety Compliance

- ✓ All training facilities must comply with health and safety regulations.
- ✓ Centres must conduct regular risk assessments for practical activities.

5. Learning Resources

- ✓ **Course Materials:** Approved textbooks, study guides, and digital content must align with the qualification standards.
- ✓ **Assessment Tools:** Templates and guidelines must be provided to ensure standardized evaluation processes.
- ✓ **E-Learning Support:** Centres offering online or blended learning must implement an effective Learning Management System (LMS).

6. Assessment and Quality Assurance

- ✓ Centres must ensure assessments meet ICTQual AB's competency standards.
- ✓ Internal quality assurance (IQA) must be conducted to maintain consistency.
- ✓ External verifiers from ICTQual AB's will review assessment and training practices.

7. Learning Support

- ✓ **Qualification Guidance:** Support for coursework and assignments.
- ✓ **Career Pathway Assistance:** Information on progression opportunities in Business Administration and Management sectors.
- ✓ **Accessibility Support:** Accommodations for learners with disabilities or language barriers.

8. Policies and Compliance

Centres must uphold the following policies in accordance with ICTQual AB's standards:

- ✓ Equality, Diversity, and Inclusion Policy.
- ✓ Health and Safety Policy.
- ✓ Safeguarding and Learner Protection Policy.
- ✓ Complaints and Appeals Procedure.
- ✓ Data Protection and Confidentiality Policy.

9. Reporting Requirements

- Centres must provide ICTQual AB's with regular reports on learner registrations, progress, and certification outcomes.
- Assessment records must be maintained for external auditing and quality assurance purposes.

Support for Candidates

Centres should ensure that materials developed to support candidates:

- ✓ Facilitate tracking of achievements as candidate's progress through the learning outcomes and assessment criteria.
- ✓ Include information on how and where ICTQual AB's policies and procedures can be accessed.
- ✓ Provide mechanisms for Internal and External Quality Assurance staff to verify and authenticate evidence effectively.

This approach ensures transparency, supports candidates' learning journeys, and upholds quality assurance standards.

Assessment

This qualification is competence-based, requiring candidates to demonstrate high-level strategic proficiency as defined in the qualification units. The assessment evaluates the candidate's skills, knowledge, and understanding against the set standards. Key details include:

Assessment Process:

- Must be conducted by an experienced and qualified assessor.
- Candidates compile a portfolio of evidence that satisfies all learning outcomes and assessment criteria for each unit.

Types of Evidence:

- Assignments, detailed research projects, or strategic reports.
- Professional discussions.
- Candidate-produced strategic work (e.g., policy drafts, financial models).
- Recognition of Prior Learning (RPL).

Learning Outcomes and Assessment Criteria:

- **Learning Outcomes:** Define what candidates should know, understand, or accomplish upon completing the unit.
- **Assessment Criteria:** Detail the standards candidates must meet to demonstrate that the learning outcomes have been achieved.

Unit Descriptors

B&L0007-01- Business Management and Organisational Behaviour

The aim of this module is to develop learners' understanding of how organisations operate and how individual and group behaviour influences workplace performance. It focuses on key management principles, organisational structures, and the factors that shape employee attitudes, motivation, and productivity.

Learning Outcome:

Assessment Criteria:

- | | |
|---|--|
| 1. Understand the principles and functions of business management. | <ul style="list-style-type: none">1.1 Critically analyse the core functions of business management (planning, organising, leading, and controlling) within contemporary organisational contexts.1.2 Evaluate the application of management principles in achieving organisational goals and operational efficiency.1.3 Examine the interrelationship between management functions and decision-making processes in organisations.1.4 Assess the role of managerial responsibilities in aligning organisational resources with strategic objectives.1.5 Analyse how internal and external business environments influence management practices and functions.1.6 Justify the importance of effective management principles in sustaining long-term organisational performance. |
| 2. Analyse organisational structures and workplace behaviour. | <ul style="list-style-type: none">2.1 Critically analyse different organisational structures (e.g., functional, divisional, matrix) and their impact on operational efficiency.2.2 Evaluate how organisational design influences communication, authority, and decision-making processes.2.3 Examine key theories of organisational behaviour and their relevance to employee performance and motivation.2.4 Assess the impact of workplace culture, values, and ethics on employee behaviour and organisational outcomes.2.5 Analyse the role of group dynamics and interpersonal relationships in shaping workplace behaviour.2.6 Justify the selection of appropriate organisational structures to support business objectives and workforce effectiveness. |

- 3. Evaluate the impact of leadership and management styles on performance**
- 3.1 Critically evaluate different leadership styles (e.g., transformational, transactional, autocratic, democratic) and their effectiveness in various organisational contexts.
 - 3.2 Analyse the relationship between leadership approaches and employee motivation, engagement, and performance.
 - 3.3 Assess the influence of management styles on organisational culture and team productivity.
 - 3.4 Examine how leadership behaviours affect decision-making, innovation, and change management.
 - 3.5 Evaluate the role of emotional intelligence and communication skills in effective leadership.
 - 3.6 Justify the adoption of specific leadership and management styles to enhance organisational performance.
- 4. Develop strategies to improve organisational effectiveness and employee productivity.**
- 4.1 Critically analyse factors affecting organisational effectiveness and employee productivity in modern business environments.
 - 4.2 Evaluate the use of performance management systems and tools to enhance employee output and organisational success.
 - 4.3 Assess the role of training, development, and continuous learning in improving workforce capabilities.
 - 4.4 Formulate strategic initiatives to enhance employee engagement, motivation, and retention.
 - 4.5 Examine the impact of technology and innovation on organisational efficiency and productivity.
 - 4.6 Justify proposed strategies for improving organisational effectiveness based on evidence and best practices.

B&L0007-02- Strategic Human Resource Management

The aim of this module is to develop learners' understanding of how human resource management contributes to achieving organisational strategy and long-term business goals. It focuses on aligning HR practices such as recruitment, selection, training, performance management, and employee development with organisational objectives.

Learning Outcome:

Assessment Criteria:

- | | |
|---|--|
| 1. Understand the role of human resource management in organisations | <ul style="list-style-type: none">1.1 Critically analyse the strategic role of human resource management in achieving organisational objectives.1.2 Evaluate the contribution of HR functions (e.g., workforce planning, performance management, employee relations) to organisational effectiveness.1.3 Examine the alignment between HR strategies and overall business strategy in different organisational contexts.1.4 Assess the impact of HR policies and practices on employee performance and organisational culture.1.5 Analyse the evolving role of HR in response to globalisation, technological change, and workforce trends.1.6 Justify the importance of strategic HRM in sustaining competitive advantage within organisations. |
| 2. Evaluate recruitment, selection, and employee development processes | <ul style="list-style-type: none">2.1 Critically evaluate different recruitment methods and their effectiveness in attracting suitable candidates.2.2 Analyse selection techniques (e.g., interviews, psychometric testing, assessment centres) in ensuring quality hiring decisions.2.3 Assess the role of employer branding and talent acquisition strategies in competitive labour markets.2.4 Evaluate the effectiveness of onboarding and induction processes in supporting employee integration and retention.2.5 Examine the impact of training and development programmes on employee performance and career progression.2.6 Justify the selection of appropriate recruitment, selection, and development practices to meet organisational needs. |

- 3. Analyse workplace diversity, equality, and employee relations practices**
- 3.1 Critically analyse the importance of diversity and inclusion in enhancing organisational performance and innovation.
 - 3.2 Evaluate organisational policies and practices that promote equality and prevent discrimination in the workplace.
 - 3.3 Assess the impact of cultural diversity on team dynamics, communication, and decision-making.
 - 3.4 Examine employee relations strategies, including conflict resolution and engagement mechanisms.
 - 3.5 Analyse the role of employment legislation and ethical considerations in managing workplace relationships.
 - 3.6 Justify the implementation of inclusive practices to foster a positive and productive organisational environment.
- 4. Develop HR strategies that support organisational objectives**
- 4.1 Critically analyse organisational needs to inform the development of effective HR strategies.
 - 4.2 Evaluate the integration of HR planning with long-term business goals and strategic direction.
 - 4.3 Assess the role of performance management systems in achieving organisational objectives.
 - 4.4 Formulate HR strategies to improve talent management, succession planning, and workforce capability.
 - 4.5 Examine the use of HR analytics and data-driven decision-making in strategic planning.
 - 4.6 Justify proposed HR strategies based on organisational requirements, best practices, and evidence.

B&L0007-03- Financial Management and Budgeting

The aim of this module is to develop learners' understanding of how organisations plan, control, and monitor financial resources to achieve their strategic and operational objectives. It focuses on key principles of financial management, including budgeting, forecasting, cost control, and financial performance analysis.

Learning Outcome:

Assessment Criteria:

1. Understand key financial management principles and practices.

- 1.1 Critically analyse the fundamental principles of financial management and their role in organisational decision-making.
- 1.2 Evaluate the importance of financial planning, control, and risk management in achieving business objectives.
- 1.3 Examine the relationship between financial management practices and organisational sustainability.
- 1.4 Assess the impact of financial regulations and governance frameworks on business operations.
- 1.5 Analyse the role of financial managers in resource allocation and strategic planning.
- 1.6 Justify the application of sound financial management practices in maintaining organisational stability and growth.

2. Interpret financial statements and organisational budgets.

- 2.1 Critically interpret key financial statements, including income statements, balance sheets, and cash flow statements.
- 2.2 Analyse financial data to assess organisational profitability, liquidity, and solvency.
- 2.3 Evaluate the effectiveness of budget reports in monitoring financial performance and controlling costs.
- 2.4 Examine variances between planned and actual financial outcomes and their implications.
- 2.5 Assess the role of financial ratios in supporting informed business decisions.
- 2.6 Justify conclusions drawn from financial statements and budgets using relevant financial evidence.

3. Analyse financial performance and resource allocation methods

- 3.1 Critically analyse financial performance using appropriate tools and techniques, including ratio analysis and trend analysis.
- 3.2 Evaluate different resource allocation methods and their effectiveness in maximising organisational efficiency.
- 3.3 Assess the impact of investment appraisal techniques (e.g., ROI, NPV) on decision-making processes.
- 3.4 Examine the relationship between cost management strategies and financial performance.
- 3.5 Analyse the allocation of financial resources in relation to organisational priorities and constraints.
- 3.6 Justify recommendations for improving financial performance based on analytical findings.

4. Apply budgeting and financial planning techniques in business settings.

- 4.1 Critically analyse different types of budgets (e.g., operational, capital, cash flow) and their applications in business contexts.
- 4.2 Evaluate budgeting techniques such as incremental, zero-based, and rolling budgets in supporting organisational planning.
- 4.3 Assess the role of financial forecasting in anticipating future business performance.
- 4.4 Apply appropriate budgeting methods to develop realistic and achievable financial plans.
- 4.5 Examine the effectiveness of budgetary control systems in managing organisational finances.
- 4.6 Justify the selection and application of budgeting and financial planning techniques based on organisational needs and objectives.

B&L0007-04- Marketing Principles and Business Development

The aim of this module is to develop learners' understanding of core marketing principles and how they are applied to identify, attract, and retain customers in competitive markets. It focuses on key concepts such as market research, segmentation, targeting, positioning, and the marketing mix to support effective decision-making.

Learning Outcome:

Assessment Criteria:

1. Understand the core concepts of marketing and business growth

- 1.1 Critically analyse the fundamental concepts of marketing, including the marketing mix, segmentation, targeting, and positioning.
- 1.2 Evaluate the role of marketing in driving business growth and competitive advantage.
- 1.3 Examine the relationship between marketing strategies and organisational objectives.
- 1.4 Assess the impact of branding and value proposition on market positioning and customer perception.
- 1.5 Analyse the influence of internal and external factors on marketing decision-making.
- 1.6 Justify the importance of marketing principles in achieving sustainable business development.

2. Analyse consumer behaviour and market trends

- 2.1 Critically analyse key theories of consumer behaviour and their application in marketing strategies.
- 2.2 Evaluate the impact of psychological, social, and cultural factors on consumer decision-making.
- 2.3 Examine the use of market research techniques in identifying customer needs and preferences.
- 2.4 Assess current market trends and their implications for business planning and strategy.
- 2.5 Analyse the role of digital platforms and data analytics in understanding consumer behaviour.
- 2.6 Justify marketing decisions based on insights derived from consumer behaviour and market analysis.

3. Develop effective marketing and promotional strategies.

- 3.1 Critically analyse different marketing strategy frameworks used to achieve organisational objectives.
- 3.2 Evaluate the effectiveness of promotional tools, including advertising, digital marketing, public relations, and sales promotion.
- 3.3 Assess the integration of traditional and digital marketing channels in reaching target audiences.

- 3.4 Formulate comprehensive marketing strategies aligned with target market needs and business goals.
 - 3.5 Examine the role of content marketing and brand communication in influencing customer engagement.
 - 3.6 Justify selected marketing and promotional strategies based on market research and organisational priorities.
- 4. Evaluate methods for business expansion and customer engagement.**
- 4.1 Critically evaluate different methods of business expansion, such as market penetration, diversification, and internationalisation.
 - 4.2 Analyse the risks and opportunities associated with various growth strategies.
 - 4.3 Assess the effectiveness of customer engagement techniques, including loyalty programmes and personalised marketing.
 - 4.4 Examine the role of innovation and digital transformation in business expansion.
 - 4.5 Evaluate partnership and collaboration strategies as tools for market growth.
 - 4.6 Justify recommended approaches for business expansion and customer engagement based on strategic analysis.

B&L0007-05- Leadership and Team Management

The aim of this module is to develop learners' understanding of effective leadership styles and team management practices within organisational settings. It focuses on how leaders influence, motivate, and guide individuals and teams to achieve shared goals and improve overall performance.

Learning Outcome:

Assessment Criteria:

1. Understand leadership theories and management approaches.

- 1.1 Critically analyse key leadership theories (e.g., trait, behavioural, contingency, and transformational) and their relevance in modern organisations.
- 1.2 Evaluate different management approaches and their effectiveness in achieving organisational objectives.
- 1.3 Examine the relationship between leadership styles and organisational culture.
- 1.4 Assess the impact of situational factors on the selection of leadership and management approaches.
- 1.5 Analyse the role of leadership in influencing organisational change and innovation.
- 1.6 Justify the application of appropriate leadership theories and management approaches in specific organisational contexts.

2. Develop effective communication and team-building skills

- 2.1 Critically analyse the role of communication in effective leadership and team performance.
- 2.2 Evaluate different communication methods and their suitability in various organisational situations.
- 2.3 Assess the importance of interpersonal skills in building cohesive and high-performing teams.
- 2.4 Examine strategies for conflict resolution and their impact on team dynamics.
- 2.5 Formulate approaches to enhance collaboration, trust, and engagement within teams.
- 2.6 Justify the use of specific communication and team-building techniques to improve organisational outcomes.

3. Evaluate methods for motivating and managing employees

- 3.1 Critically evaluate key motivation theories (e.g., Maslow, Herzberg, McGregor) and their application in workplace settings.
- 3.2 Analyse the relationship between motivation, job satisfaction, and employee performance.
- 3.3 Assess the effectiveness of different performance management and reward systems.
- 3.4 Examine the role of leadership in influencing employee behaviour and engagement.
- 3.5 Evaluate strategies for managing underperformance and improving employee productivity.
- 3.6 Justify the selection of appropriate motivational and management techniques in different organisational contexts.

4. Apply leadership strategies to improve organisational performance.

- 4.1 Critically analyse organisational challenges to inform the development of effective leadership strategies.
- 4.2 Evaluate the role of strategic leadership in driving organisational performance and change.
- 4.3 Assess the impact of leadership decisions on team effectiveness and business outcomes.
- 4.4 Apply leadership strategies to address real or simulated organisational issues.
- 4.5 Examine the use of performance metrics in measuring leadership effectiveness.
- 4.6 Justify leadership approaches adopted to enhance organisational performance based on evidence and best practices.

B&L0007-06- Business Communication and Professional Skills

The aim of this module is to develop learners' ability to communicate effectively in a variety of business contexts using appropriate written, verbal, and digital communication methods. It focuses on building clarity, professionalism, and adaptability in workplace communication to ensure messages are conveyed accurately and appropriately to different audiences.

Learning Outcome:	Assessment Criteria:
1. Understand the importance of effective business communication	<ul style="list-style-type: none">1.1 Critically analyse the role of effective communication in achieving organisational objectives and maintaining professional relationships.1.2 Evaluate different models and theories of communication and their relevance in business contexts.1.3 Examine the impact of communication barriers on organisational efficiency and employee performance.1.4 Assess the role of digital communication tools and technologies in modern business environments.1.5 Analyse the relationship between communication practices and organisational culture.1.6 Justify the importance of effective communication strategies in enhancing business performance and stakeholder engagement.
2. Develop professional written, verbal, and presentation skills.	<ul style="list-style-type: none">2.1 Critically evaluate the key principles of professional written communication in business settings.2.2 Analyse techniques for delivering effective verbal communication in formal and informal contexts.2.3 Assess the use of structure, tone, and clarity in producing professional business documents.2.4 Examine the role of presentation skills, including visual aids and delivery techniques, in conveying information effectively.2.5 Formulate professional communication outputs tailored to specific audiences and purposes.2.6 Justify the selection of appropriate communication methods and styles in different business scenarios.

3. Apply communication strategies in workplace environments

- 3.1 Critically analyse workplace communication strategies and their effectiveness in different organisational contexts.
- 3.2 Evaluate the use of interpersonal and group communication techniques in achieving team objectives.
- 3.3 Assess the role of feedback mechanisms in improving communication and performance.
- 3.4 Apply appropriate communication strategies to resolve workplace issues and enhance collaboration.
- 3.5 Examine the impact of cross-cultural communication on global business operations.
- 3.6 Justify the application of communication strategies based on situational requirements and organisational goals.

4. Demonstrate professionalism and interpersonal effectiveness in business contexts

- 4.1 Critically analyse the concept of professionalism and its importance in business environments.
- 4.2 Evaluate the role of ethical behaviour and integrity in maintaining professional standards.
- 4.3 Assess the importance of interpersonal skills, including emotional intelligence, in workplace effectiveness.
- 4.4 Examine strategies for building and maintaining professional relationships with stakeholders.
- 4.5 Apply professional behaviours and interpersonal skills in real or simulated business situations.
- 4.6 Justify the demonstration of professionalism and interpersonal effectiveness in achieving career and organisational success.

B&L0007-07- Operations and Project Management

The aim of this module is to develop learners' understanding of how organisations plan, design, manage, and improve operational processes and projects to achieve efficiency and strategic objectives. It focuses on key principles of operations management, including quality control, resource allocation, process optimisation, and supply chain management.

Learning Outcome:

Assessment Criteria:

- | | |
|---|---|
| 1. Understand operational management processes within organisations | <ul style="list-style-type: none">1.1 Critically analyse key operational management processes and their role in achieving organisational efficiency.1.2 Evaluate the relationship between operations management and organisational strategy.1.3 Examine the impact of process design and workflow management on productivity and performance.1.4 Assess the role of technology and automation in enhancing operational effectiveness.1.5 Analyse the importance of supply chain management in supporting organisational operations.1.6 Justify the application of effective operational management practices in achieving business objectives. |
| 2. Analyse project planning, implementation, and monitoring techniques | <ul style="list-style-type: none">2.1 Critically analyse the key stages of the project lifecycle, including initiation, planning, execution, and closure.2.2 Evaluate different project planning techniques, such as work breakdown structures and scheduling methods.2.3 Examine risk management strategies and their importance in project success.2.4 Assess the effectiveness of project monitoring and control mechanisms.2.5 Analyse stakeholder management approaches and their influence on project outcomes.2.6 Justify the use of appropriate project planning and monitoring techniques in different project contexts. |
| 3. Develop strategies for resource and quality management | <ul style="list-style-type: none">3.1 Critically analyse resource management strategies in optimising organisational performance.3.2 Evaluate techniques for effective allocation and utilisation of human, financial, and physical resources.3.3 Assess quality management frameworks and their role in maintaining standards and continuous improvement. |

- 3.4 Examine the relationship between resource efficiency and quality outcomes in operations and projects.
 - 3.5 Formulate strategies to improve resource utilisation and quality assurance processes.
 - 3.6 Justify proposed resource and quality management strategies based on organisational needs and best practices.
- 4. Apply project management tools to achieve organisational objectives**
- 4.1 Critically analyse the use of project management tools and software in planning and execution.
 - 4.2 Evaluate the effectiveness of tools such as Gantt charts, critical path analysis, and project tracking systems.
 - 4.3 Assess the role of data and performance metrics in monitoring project progress.
 - 4.4 Apply appropriate project management tools to manage tasks, timelines, and resources in a business scenario.
 - 4.5 Examine the integration of digital tools in enhancing collaboration and project communication.
 - 4.6 Justify the selection and application of project management tools based on project requirements and organisational objectives.

B&L0007-08- Business Law and Corporate Governance

The aim of this module is to develop learners' understanding of the legal framework that governs business activities and the principles of corporate governance that ensure accountability, transparency, and ethical decision-making within organisations. It focuses on key areas of business law such as contracts, employment, and regulatory compliance, as well as the roles and responsibilities of directors and stakeholders in corporate governance.

Learning Outcome:	Assessment Criteria:
1. Understand key principles of business law and corporate governance	<ul style="list-style-type: none">1.1 Critically analyse the fundamental principles of business law and their application in organisational contexts.1.2 Evaluate the role of corporate governance frameworks in ensuring accountability and transparency.1.3 Examine the relationship between legal systems and business operations in different jurisdictions.1.4 Assess the responsibilities of directors and stakeholders within corporate governance structures.1.5 Analyse the impact of legal compliance on organisational performance and reputation.1.6 Justify the importance of robust corporate governance principles in maintaining ethical and lawful business practices.
2. Analyse legal responsibilities and ethical practices in business operations	<ul style="list-style-type: none">2.1 Critically analyse the legal obligations of organisations in areas such as contracts, employment law, and consumer protection.2.2 Evaluate ethical frameworks and their influence on decision-making in business environments.2.3 Assess the implications of unethical behaviour on organisational performance and stakeholder trust.2.4 Examine the role of corporate social responsibility (CSR) in promoting ethical business practices.2.5 Analyse the balance between legal compliance and ethical considerations in organisational decision-making.2.6 Justify the adoption of ethical practices in supporting sustainable and responsible business operations.

- 3. Evaluate the importance of compliance and risk management**
 - 3.1 Critically evaluate compliance requirements and their significance in business operations.
 - 3.2 Analyse different types of legal and regulatory risks faced by organisations.
 - 3.3 Assess the effectiveness of risk management frameworks in mitigating legal and operational risks.
 - 3.4 Examine the role of internal controls and audit systems in ensuring compliance.
 - 3.5 Evaluate the impact of non-compliance on organisational reputation, finances, and sustainability.
 - 3.6 Justify the implementation of comprehensive compliance and risk management strategies.

- 4. Apply governance principles to support organisational accountability**
 - 4.1 Critically analyse governance principles and their role in promoting organisational accountability.
 - 4.2 Evaluate governance mechanisms, including board structures and oversight functions.
 - 4.3 Assess the effectiveness of transparency, reporting, and disclosure practices in organisations.
 - 4.4 Apply governance principles to address accountability issues in a business scenario.
 - 4.5 Examine the role of stakeholder engagement in strengthening governance practices.
 - 4.6 Justify the application of governance principles to enhance organisational integrity and performance.

B&L0007-09- Entrepreneurship and Innovation Management

The aim of this module is to develop learners' understanding of how new business ideas are generated, developed, and implemented through entrepreneurial thinking and innovative practices. It focuses on identifying opportunities in the market, assessing risks, and understanding the process of turning ideas into viable business ventures.

Learning Outcome:

Assessment Criteria:

- | | |
|---|---|
| 1. Understand entrepreneurial concepts and business start-up processes | <ul style="list-style-type: none">1.1 Critically analyse key entrepreneurial concepts and their role in business creation and economic development.1.2 Evaluate the stages of the business start-up process, from idea generation to market entry.1.3 Examine the characteristics and competencies of successful entrepreneurs in different contexts.1.4 Assess the impact of external factors (e.g., market conditions, funding, regulations) on start-up success.1.5 Analyse different business models and their suitability for new ventures.1.6 Justify the application of entrepreneurial principles in establishing and sustaining a new business. |
| 2. Analyse innovation and creativity within business environments | <ul style="list-style-type: none">2.1 Critically analyse the role of innovation and creativity in achieving competitive advantage.2.2 Evaluate different types of innovation (e.g., product, process, organisational) in business contexts.2.3 Examine techniques for fostering creativity and innovative thinking within organisations.2.4 Assess the impact of organisational culture on innovation and idea generation.2.5 Analyse the relationship between innovation, risk-taking, and business performance.2.6 Justify the importance of innovation in driving organisational growth and sustainability. |
| 3. Develop business ideas and entrepreneurial strategies | <ul style="list-style-type: none">3.1 Critically analyse market opportunities to inform the development of viable business ideas.3.2 Evaluate the feasibility and potential of business concepts using appropriate tools (e.g., SWOT, market analysis).3.3 Assess the development of value propositions that meet customer needs and expectations.3.4 Formulate entrepreneurial strategies for launching and positioning new ventures.3.5 Examine financial and operational considerations in developing a business plan. |

4. Evaluate methods for managing innovation and business growth

3.6 Justify proposed business ideas and strategies based on evidence, analysis, and market insights.

4.1 Critically evaluate strategies for managing innovation within organisations.

4.2 Analyse approaches to scaling and growing a business in competitive markets.

4.3 Assess the role of leadership and organisational structure in supporting innovation management.

4.4 Examine the use of technology and digital transformation in driving business growth.

4.5 Evaluate risk management strategies associated with innovation and expansion.

4.6 Justify recommended methods for managing innovation and achieving sustainable business growth.

B&L0007-10- Customer Relationship and Service Management

The aim of this module is to develop learners' understanding of how organisations build, maintain, and enhance strong relationships with customers to improve satisfaction, loyalty, and long-term business success. It focuses on the principles and practices of effective customer service, relationship management strategies, and the use of customer data to meet changing needs and expectations.

Learning Outcome:	Assessment Criteria:
1. Understand customer relationship management principles	<ul style="list-style-type: none">1.1 Critically analyse the core principles of customer relationship management (CRM) and their role in organisational success.1.2 Evaluate the importance of CRM systems in managing customer data and interactions effectively.1.3 Examine the relationship between CRM strategies and long-term customer value creation.1.4 Assess the role of technology and digital platforms in modern CRM practices.1.5 Analyse how CRM contributes to customer retention and business competitiveness.1.6 Justify the implementation of CRM principles in achieving sustainable customer relationships.
2. Analyse customer service strategies and organisational practices	<ul style="list-style-type: none">2.1 Critically analyse different customer service strategies used across industries.2.2 Evaluate the effectiveness of service delivery models in meeting customer expectations.2.3 Assess the role of organisational policies and culture in shaping customer service quality.2.4 Examine the impact of employee training and empowerment on customer service performance.2.5 Analyse the influence of service standards and quality assurance frameworks on customer satisfaction.2.6 Justify the selection of customer service strategies based on organisational goals and customer needs.
3. Develop methods to improve customer satisfaction and loyalty	<ul style="list-style-type: none">3.1 Critically analyse key factors that influence customer satisfaction and loyalty in competitive markets.3.2 Evaluate techniques used to measure customer satisfaction, such as surveys, feedback systems, and analytics.3.3 Assess the effectiveness of loyalty programmes and personalised marketing strategies.3.4 Formulate strategies to enhance customer experience across different touchpoints.

- 3.5 Examine the role of complaint handling and service recovery in improving customer retention.
 - 3.6 Justify proposed methods for improving customer satisfaction and long-term loyalty based on evidence.
- 4. Evaluate the impact of customer service on business success**
- 4.1 Critically evaluate the relationship between customer service quality and organisational performance.
 - 4.2 Analyse how customer satisfaction influences profitability, brand reputation, and market share.
 - 4.3 Assess the long-term benefits of strong customer service practices for business sustainability.
 - 4.4 Examine the role of customer feedback in continuous business improvement and innovation.
 - 4.5 Evaluate the consequences of poor customer service on organisational success and competitiveness.
 - 4.6 Justify the strategic importance of customer service in achieving overall business objectives.

B&L0007-11- Strategic Planning and Decision Making

The aim of this module is to develop learners' understanding of how organisations formulate, implement, and evaluate strategic plans to achieve long-term goals. It focuses on building the ability to analyse internal and external business environments, identify opportunities and threats, and use strategic models to support effective decision making.

Learning Outcome:

Assessment Criteria:

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|--|---|
| 1. Understand strategic planning models and decision-making processes | <ul style="list-style-type: none">1.1 Critically analyse key strategic planning models (e.g., SWOT, PESTLE, Porter's Five Forces) and their application in business contexts.1.2 Evaluate different decision-making processes used in strategic management.1.3 Examine the relationship between strategic planning and organisational direction.1.4 Assess the role of leadership in strategic decision-making and planning.1.5 Analyse the effectiveness of rational and intuitive decision-making approaches.1.6 Justify the use of strategic planning models in supporting informed business decisions. |
| 2. Analyse internal and external business environments | <ul style="list-style-type: none">2.1 Critically analyse internal organisational factors (e.g., resources, capabilities, structure) affecting strategic decisions.2.2 Evaluate external environmental influences including political, economic, social, technological, legal, and environmental factors.2.3 Assess the impact of competitive forces on organisational strategy and positioning.2.4 Examine how environmental uncertainty influences strategic planning processes.2.5 Analyse the use of environmental scanning tools in identifying business opportunities and threats.2.6 Justify conclusions drawn from environmental analysis in strategic decision-making. |
| 3. Develop strategic objectives and organisational plans | <ul style="list-style-type: none">3.1 Critically analyse the process of formulating strategic objectives aligned with organisational vision and mission.3.2 Evaluate methods for setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives.3.3 Assess the role of stakeholder expectations in shaping strategic planning.3.4 Formulate strategic organisational plans to achieve defined business goals. |

- 3.5 Examine the alignment between operational, tactical, and strategic plans.
 - 3.6 Justify the development of strategic objectives and plans based on organisational analysis.
- 4. Evaluate business decisions and their impact on organisational performance**
- 4.1 Critically evaluate business decisions using appropriate analytical and decision-making tools.
 - 4.2 Analyse the short-term and long-term impacts of strategic decisions on organisational performance.
 - 4.3 Assess the effectiveness of decision outcomes in achieving strategic objectives.
 - 4.4 Examine the role of risk and uncertainty in strategic decision-making.
 - 4.5 Evaluate alternative courses of action and their potential organisational consequences.
 - 4.6 Justify business decisions based on evidence, analysis, and alignment with organisational strategy.

B&L0007-12- Research Methods and Business Consultancy Practice

The aim of this module is to equip learners with the knowledge and practical skills required to effectively conduct business research and apply consultancy techniques in real-world organisational contexts. It focuses on developing the ability to identify business problems, gather and analyse relevant data using appropriate research methods, and interpret findings to support evidence-based decision making.

Learning Outcome:

Assessment Criteria:

- | | |
|---|--|
| 1. Understand research methods used in business environments | <ul style="list-style-type: none">1.1 Critically analyse different business research methodologies, including qualitative, quantitative, and mixed methods approaches.1.2 Evaluate the strengths and limitations of various research designs in addressing business problems.1.3 Examine the ethical considerations involved in conducting business research.1.4 Assess the role of research in supporting evidence-based decision-making in organisations.1.5 Analyse the relationship between research objectives and appropriate methodological choices.1.6 Justify the selection of suitable research methods for specific business contexts. |
| 2. Develop skills in data collection, analysis, and interpretation | <ul style="list-style-type: none">2.1 Critically analyse different data collection techniques such as surveys, interviews, observations, and secondary data sources.2.2 Evaluate the reliability and validity of data in business research.2.3 Assess appropriate sampling techniques and their impact on research outcomes.2.4 Analyse quantitative and qualitative data using relevant analytical tools and techniques.2.5 Interpret research findings in relation to business objectives and research questions.2.6 Justify conclusions drawn from data analysis using evidence-based reasoning. |
| 3. Apply consultancy techniques to solve business problems | <ul style="list-style-type: none">3.1 Critically analyse the role of business consultancy in addressing organisational challenges.3.2 Evaluate different consultancy models and frameworks used in problem-solving.3.3 Assess the effectiveness of diagnostic tools in identifying business issues.3.4 Apply consultancy techniques to develop practical solutions for defined business problems.3.5 Examine stakeholder involvement in consultancy processes and decision-making. |

- 3.6 Justify recommended solutions based on analysis, evidence, and organisational context.
- 4. **Produce professional business reports and recommendations according to industry standards**
 - 4.1 Critically analyse the structure and components of professional business reports.
 - 4.2 Evaluate the effectiveness of different reporting styles and presentation formats.
 - 4.3 Assess the importance of clarity, accuracy, and professionalism in business documentation.
 - 4.4 Produce structured business reports incorporating findings, analysis, and recommendations.
 - 4.5 Examine how recommendations align with research outcomes and organisational needs.
 - 4.6 Justify recommendations using logical arguments, evidence, and industry best practices.

ICTQual AB

Yew Tree Avenue, Dagenham,

London East, United Kingdom RM10 7FN

+447441398083

support@ictqualab.co.uk | www.ictqualab.co.uk

VisitOfficialWebpage

