



ABE Level 3 Foundation Diploma in
Business Management
610/5394/6

ABE Level 3 Diploma in Business
Management
610/5395/8

Qualification Specification v2

Version Control

Version and date	Change details	Section
V1-2025-02-28	Draft for accreditation	
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About ABE

Recognition

ABE Level 3 qualifications are aligned to the Framework for Higher Education Qualifications (FHEQ) in England, Wales and Northern Ireland, and Quality Assurance Agency (QAA) Subject Benchmark Statements. All ABE qualifications are part of the UK Regulated Qualifications Framework (RQF). ABE is fully regulated by Ofqual, the qualifications regulator for England. In addition to Ofqual, ABE has agreements or recognition by regulatory authorities in many other countries where we operate – check our website for more details.

ABE diplomas

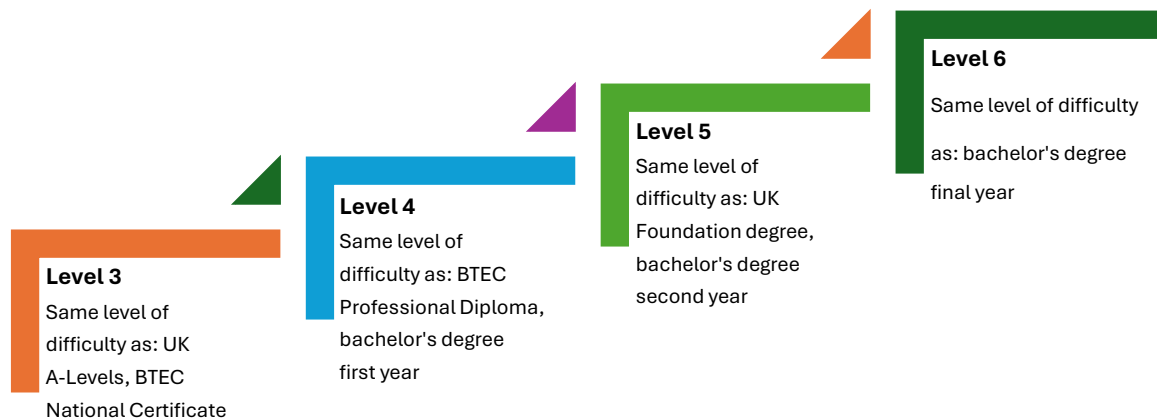
Our diplomas are management focused and blend common units with more specialist subject areas, enabling you, through the learning, to develop expertise in particular disciplines as well as a strong understanding of business management in general. They represent the latest in professional standards and provide opportunities for students to develop professional behaviours. Our focus on developing practical workplace knowledge and skills alongside academic expertise, is a winning combination for ABE graduates.

ABE diplomas are valued internationally because they are:

Professional	Our qualifications are designed to give you the knowledge and skills you need to excel in a managerial career.
Affordable	ABE is a not-for-profit organisation; as such we endeavour to keep costs to a minimum. Our fast track routes to degrees are often much less expensive than traditional routes.
Recognised	In addition to respected regulatory authorities, our qualifications are recognised by colleges, universities, employers and governments around the world.
Supported	As an ABE member, you can access a wealth of resources designed to support your studies and enhance your learning experience. Each ABE unit has its own study guide, and we support our colleges with tuition resources to help them deliver teaching to an outstanding standard.
International	For more than 50 years, learners around the world have been benefitting from ABE qualifications.
Proven	Our alumni speak for themselves – see their testimonials on our website. They work in a diverse range of industries and organisations. Many are in top jobs or running their own successful enterprises.
Flexible	You can study full time or part time at a pace that suits you. All our diplomas provide expertise in business management and offer you the option of specialising in Marketing, Human Resources or Leadership alongside this.

About your qualification

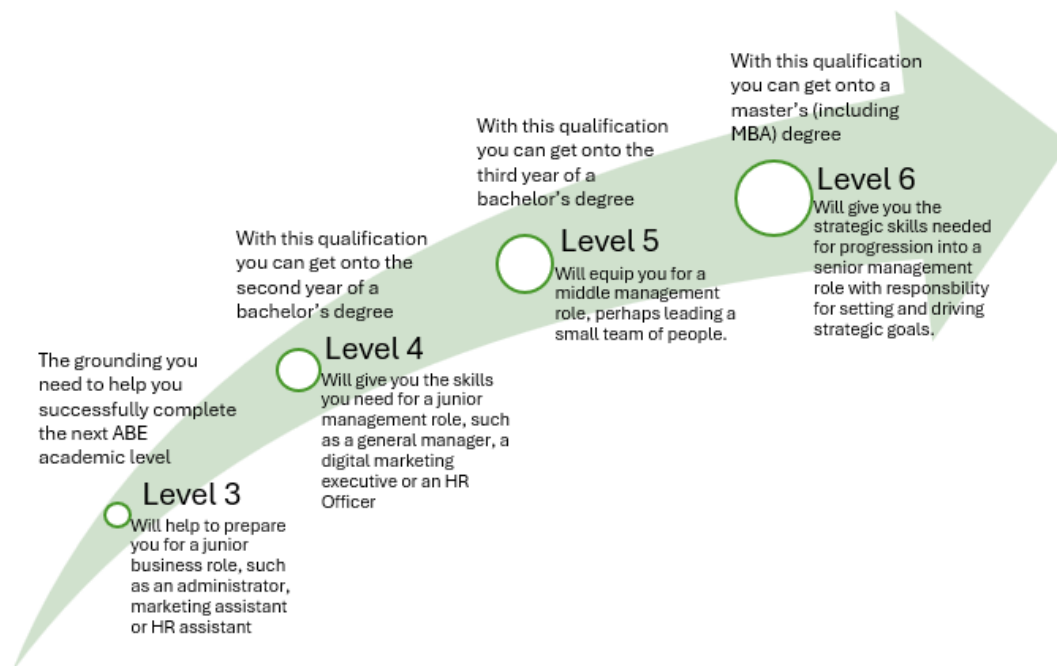
ABE is regulated by Ofqual who also manage the Regulated Qualifications Framework, which ABE Diplomas are accredited against. Qualifications within the RQF must be levelled against the RQF level descriptors to ensure they are broadly similar in the knowledge and depth of understanding required to pass them. The size and the content of qualifications at the same level can vary. The diagram below shows how the levels progress.



Pathways

ABE's framework of business management qualifications runs from Level 3, right through to Level 6. You can enter at Level 3 and progress all the way to Level 6, enabling you to accumulate the credits needed for a university top-up, or you can enter onto the framework at any point depending on your centre's professional and academic judgement – see our 'Entry guidance' section for more details.

Progression



ABE qualifications have been designed with progression in mind and, after completing one of our qualifications, you can progress to employment or to a higher level of study.

ABE offers you a full framework of qualifications that have been designed for you to be able to progress right from Level 3 all the way up to Level 6. Each qualification builds from the one before, taking you from introductory units through to strategic ones.

The Level 3–6 Diplomas do not have any pre-requisites, and you are free to start on the Level that best suits where you are in your learning journey and the scope of the academic requirement in each qualification. ABE recommends that you follow the learning of one qualification at a time, but this is not a requirement.

The ABE Level 3 Foundation Diploma in Business Management is worth 60 credits, and the ABE Level 3 Diploma in Business Management is worth 120 Credits, making either ideal for supporting you in progressing to higher education. They provide you with a recognised qualification that can enhance your career prospects and employability and enable you to develop your knowledge and skills in business.

You have the opportunity to take advantage of one of our university partnerships (see website for more details on progression arrangement and exemptions).

Qualification summary

Qualification title

ABE Level 3 Foundation Diploma in Business Management

ABE Level 3 Diploma in Business Management

Operational start date

3rd March 2025

Qualification objective

The objectives of the ABE Level 3 Foundation Diploma in Business Management and ABE Level 3 Diploma in Business Management are as follows:

- To equip learners with fundamental business skills, knowledge and the understanding necessary to progress.
- To equip learners with knowledge and understanding of business organisations.
- To equip learners with knowledge and understanding of the nature of Enterprise and Entrepreneurship.
- To equip learners with knowledge and skills in relation to finance skills.
- To equip learners with knowledge and understanding of the nature of leadership and different leadership styles.
- To equip learners with knowledge of the skills needed to be an effective leader.
- To offer learners the chance of career progression in their chosen field.
- To allow flexibility of study and to meet local or specialist needs.
- To provide opportunities for learners to enter or progress in employment in business, or progress to higher education qualifications.

The additional objectives for the ABE Level 3 Diploma in Business Management are:

- To equip learners with knowledge and understanding of what is needed to set up a business.
- To equip learners with knowledge and skills in relation to operational management and IT in business.
- To equip learners with knowledge and skills in relation to how to lead and work effectively in a team.

Who is it for?

These qualifications are for learners that are 16 and over. They give learners the opportunity to learn about Business Management, Entrepreneurship and Leadership alongside other fields of study, in order to progress to study a range of higher education courses. These qualifications can also support those looking to progress into, or within, employment.

The ABE Level 3 Foundation Diploma in Business Management and the ABE Level 3 Diploma in Business Management are built upon the subjects covered in the ABE Level 2 Certificates and give a more extensive coverage of knowledge and understanding in developing your leadership brand, building stakeholder relationships, and leading others.

Who regulates this qualification?

The qualification is regulated in the UK by Ofqual.

Entry guidance and criteria

There are no formal entry requirements to study ABE Level 3 Diplomas; however, the centre should ensure that you have a reasonable expectation of success on the programme by assessing your previous qualifications and/or related work experience.

Hence, it is their responsibility to use professional and academic judgement when assisting you in making the decision at which level you should enter the ABE programmes.

In order to successfully study for an ABE qualification, you should have an appropriate level of English language skills (reading, writing, speaking and listening). For the ABE Level 3 Diplomas, ABE recommends the following standards are met:

- IELTS - 6
- Cambridge ESOL - Cambridge English First - Cambridge English Advanced (points score 196 or above)
- Pearson Test of English Academic (PTE Academic) - 56
- Common European Framework of Reference (CEFR) - B2

Centres can use other English language tests as a measure of a learner's English language skills; but the centre must be satisfied that the score is equivalent to those recommended above.

Before the qualification can be assessed and awarded

To be awarded the ABE Level 3 Foundation Diploma in Business Management, learners are required to successfully achieve the **six core mandatory units (two from each 'pillar': business, entrepreneurship and leadership).**

To be awarded the ABE Level 3 Diploma in Business Management learners are required to successfully achieve the **six core mandatory units and six optional units (four from each 'pillar': business, entrepreneurship and leadership).**

Knowledge, skills and understanding to be assessed

The knowledge, skills and understanding being assessed in both the ABE Level 3 Foundation Diploma in Business Management and ABE Level 3 Diploma in Business Management are as follows:

- Understanding different types of business organisation and how they meet different needs, together with the factors that can affect business organisations.
- Developing knowledge of the legal, ethical and social requirements in relation to business organisations.
- Understanding of the functions and structures of business organisations and financial aspects in relation to business management.
- Understanding of the importance of control within a business and how to measure performance.
- Understanding the nature of enterprise and entrepreneurship and the advantages and disadvantages of each, together with the skills and characteristics required for being an entrepreneur.
- Developing knowledge of how to write a business plan and communicating a pitch for an enterprise.
- Understanding of management accounting, financial accounting and the roles of different types of accounting.
- Understanding the nature of leadership in the workplace, different leadership styles and the skills, knowledge and behaviours needed for effective leadership.
- Developing knowledge and relevance of leadership theory and models, together with the challenges and opportunities that can be faced in leadership roles.
- Understanding of what is required for effective followership and how leadership can support an inclusive working environment for followers.
- Understanding of how to create a strong personal leadership brand.

The additional knowledge, skills and understanding that are assessed in the ABE Level 3 Diploma in Business Management are as follows:

- Developing a working understanding of different marketing strategies and when to use them.
- Understanding of the role of marketing and how to plan a marketing campaign, including the stages of the marketing campaign process.
- Knowledge and understanding of the fundamental concepts in project management, the overarching approach to effective project management and project management methodologies.
- Understanding of the principles of operation management and quality management in business.
- Developing a working understanding of the role of IT in business, including the role and challenges of IT systems and hardware in business.
- Knowledge and understanding of the importance of innovation in business and the process of intrapreneurship.
- Understanding of the importance of stakeholder relationships and how to manage them, including stakeholder theory relevant to the workplace.

- Understanding of how motivational theory affects performance in the workplace and how leaders motivate and support individuals and teams to achieve goals, objectives and deliver results.
- Knowledge and understanding of how leaders align individual and team goals to their organisations' goals and objectives.

Recognition of prior learning (RPL), accreditation of prior learning (APL), and exemptions

If you hold a qualification from either another professional body or university which is similar in content and level to the ABE Level 3, 4, 5 or 6 qualifications, you might qualify for RPL, APL or an exemption from some ABE units.

If you wish to find out if you qualify for any exemptions before you register with us, please send us a letter or an email to admissions@abeuk.com and we will forward you a copy of the ABE Exemptions Policy and application form.

If you are already registered, you can find further information on the [ABE Portal](#).

Qualification Structure

ABE Level 3 Foundation Diploma in Business Management

Learners must complete **six** core mandatory units to achieve ABE Level 3 Foundation Diploma in Business Management. In order to be awarded the qualification learners must achieve a minimum of a Pass in **all six units**.

The total Guided Learning Hours (GLH) is **300 hours**

The Total Qualification Time (TQT) is **600 hours**

The credit value is **60**

ABE Unit Code	Unit Title	Level	GLH	Credits	Assessment Method
Core Mandatory Units					
3UBO	Business Organisations	3	50	10	Timed Open Book Exam
3UBMC	Business Management and Control	3	50	10	Assignment
3UPEE	Principles of Entrepreneurship and Enterprise	3	50	10	Assignment
3UBFR	Business Finance and Financial Reporting	3	50	10	Assignment
3UPL	Principles of Leadership	3	50	10	Assignment
3UDLC	Developing Leadership Capability	3	50	10	Assignment

ABE Level 3 Diploma in Business Management

Learners must complete **six** core mandatory units and **six** optional units to achieve ABE Level 3 Diploma in Business Management. In order to be awarded the qualification learners must achieve a minimum of a Pass in **all twelve units**.

The total Guided Learning Hours (GLH) is **600 hours**

The Total Qualification Time (TQT) is **1200 hours**

The credit value is **120**

ABE Unit Code	Unit Title	Level	GLH	Credits	Assessment Method
Core Mandatory Units					
3UBO	Business Organisations	3	50	10	Timed Open Book Exam
3UBMC	Business Management and Control	3	50	10	Assignment
3UPEE	Principles of Entrepreneurship and Enterprise	3	50	10	Assignment
3UBFR	Business Finance and Financial Reporting	3	50	10	Assignment
3UPL	Principles of Leadership	3	50	10	Assignment
3UDLC	Developing Leadership Capability	3	50	10	Assignment
Optional Units					
3UME	Marketing Essentials	3	50	10	Assignment
3UIPM	Introduction to Project Management	3	50	10	Assignment
3UOMB	Operations Management and Information Technology (IT) in Business	3	50	10	Assignment
3UIIB	Innovation in Business	3	50	10	Assignment
3UBSR	Building Stakeholder Relationships	3	50	10	Assignment
3ULSO	Leading and Supporting Others to Deliver Results	3	50	10	Assignment

Suggested reading and resources for the qualification

For each unit in the ABE qualifications, ABE will provide the following learning materials:

- A Study Guide in PDF format available on the ABE Portal. This Study Guide is suitable for use by learners to support their studies and for tutors as the basis for their teaching. It will expand on the Unit Syllabus, including examples, activities, a recommended reading list and a glossary of terms.
- Tutor Guide for centres. This gives tutor-focused recommendations on how best to teach this syllabus.
- A set of Frequently Asked Questions.

Assessment

ABE's assessments are specifically designed to fit the purpose and objective of the qualification. The ABE Level 3 Foundation Diploma in Business Management and the ABE Level 3 Diploma in Business Management are assessed by timed book exam and assignment, both externally set by ABE. You can find out how each unit is assessed by checking the Unit Specification in this document, or the qualification tables above.

Timed Open Book Exam

ABE sets Timed Open Book Exams in the format of an OBE question paper and template answer booklet. Sometimes a scenario is provided. Like the assignments, there is a requirement for an organisational context.

Learners can find the word count for Timed OBEs clearly outlined in the brief and repeated in the template answer booklet. In addition, there is a separate guidance document outlining guide times for each Timed OBE.

Learners have two opportunities each year to submit Timed Open Book Exams. For further details please visit the assessment section of the ABE website: <https://www.abeuk.com/assessments>.

All Timed OBEs are submitted by centres to ABE for marking, and results will be released by ABE on each session's specified Results Day. For more information on results release, please consult the ABE Website. Centres can find more information about submitting Timed OBEs in the Centre Delivery Guide.

Assignment

ABE sets assignments in the form of an assignment brief. Sometimes a scenario and/or templates are provided as well. An organisation context is required. Learners can find the required word count for each assignment on the front of the assignment brief. For more information on assignments, please go to the questions and answers section of the ABE website.

Learners have three opportunities per year to submit assignments. For further details please visit the assessment section of the ABE website: <https://www.abeuk.com/assessments>.

All assignments submitted are marked by ABE. Results are released by ABE on each session's specified Results Day.

For more information on results release, please consult ABE Website. Centres can find out more information about submitting assignments in the Centre Delivery Guide.

Marking and moderation

ABE has a broad and varied external academic team with a breadth of experience across the qualification areas and levels. Our external assessment team marks across the three assessment windows and is very familiar with ABE students and the format of ABE exams and assignments. ABE has a very robust marking and moderation process: assessments are marked and standardised by our external team, after which they go through two phases of moderation. The results are presented to the assessment board for ratification, prior to publishing.

Additional examination requirements

There are no additional examination requirements for this qualification.

Reasonable adjustments and special considerations

In the development of this qualification ABE has taken steps to ensure that there are no unnecessary barriers to achievement. For learners with particular requirements reasonable adjustments may be made in order that they can have fair assessment and demonstrate attainment. There are also arrangements for special consideration for any learner suffering illness, injury or indisposition. Full details of the reasonable adjustments and special considerations are available from the ABE Portal.

Appeals and enquiry of results

ABE has an appeals procedure that has been written in accordance with the regulatory arrangements in the Ofqual General Conditions of Recognition. Full details of this procedure, including how to make an application, are available on the [ABE Portal](#).

You can find further information relating to ABE assessment on the Exam Regulations section of the [ABE website](#).

Grading

In order to achieve an ABE qualification, you must demonstrate sufficient depth of study and acquisition of knowledge and skills expected for the qualification. You will need to demonstrate your achievement through the assessments set by ABE. On completion of your ABE qualification, you will be awarded an overall qualification grade based on your performance across all of your unit assessments.

The following qualification grades are available:

Grade
Distinction
Merit
Pass
Fail

Units will be assessed using the following grading scale:

Grade	Boundary
Distinction	70 - 100
Merit	55 - 69
Pass	40 - 54
Fail	0 - 39

Calculation of the qualification grade

The overall qualification grade will be calculated based on learner performance at unit level. Each unit carries a maximum of 100 points. The calculation of the overall qualification grade is based on the learner's performance in all units. All units in the qualification must be attempted and contribute to your final grade. A minimum of Pass is required for all units in order to complete the qualification.

ABE Level 3 Foundation Diploma in Business Management

Grade	Boundary points threshold
Distinction	420 - 600
Merit	330 - 419
Pass	240 - 329
Fail	0 - 239

ABE Level 3 Diploma in Business Management

Grade	Boundary points threshold
Distinction	840 - 1200
Merit	660 - 839
Pass	480 - 659
Fail	0 - 479

Grade descriptors

The table below details the grade descriptors that will be used to make judgements on grade boundaries. These descriptors will also help you to understand what we expect to see in order to achieve each grade.

Level 3

0-39 Fail	40-54 Pass	55-69 Merit	70-100 Distinction
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Knowledge and understanding of the subject matter including underpinning theoretical concepts

Lack of, limited or incomplete knowledge and understanding of the subject matter and underpinning concepts and theories, including their relevance; lack of ability to apply concepts to a relevant context.	Adequate knowledge and understanding of most key areas of the subject matter and basic use of their underpinning concepts and theories; sometimes able to apply to a relevant context.	Sound knowledge and understanding of the subject matter and in the appropriate use of concepts and theories; understands how to apply them to a relevant context.	Extensive knowledge and understanding of the subject matter and in the appropriate use of related concepts and theories, including in-depth understanding and application to a relevant context.
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Awareness of relevant ethical, social, legal, regulatory and other local issues of relevance

Lack of awareness of relevant ethical, social, legal, regulatory and local issues.	Adequate awareness of relevant ethical, social, legal, regulatory and local issues.	Clear recognition of relevant ethical, social, legal, regulatory and local issues.	In-depth recognition of relevant ethical, social, legal, regulatory and local issues.
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Professionalism, business acumen, innovation and professional practice

Lack of or limited awareness of business acumen, innovation and consideration of relevant professional practice.	Adequate awareness of business acumen, innovation and consideration of relevant professional practice.	Sound awareness of business acumen, innovation and consideration of relevant professional practice.	Clear evidence of awareness of business acumen, innovation and consideration of relevant professional practice.
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Investigating and solving problems using different methods including data gathering and use of literature

Lack of or limited use of information gathering, investigation and problem solving methods; limited use of data and of relevant literature.	Adequate use of information gathering, investigation and problem solving methods; some use of data and of relevant literature.	Sound use of a range of information gathering, investigation and problem-solving methods; good use of data and relevant literature.	Clear, consistent and appropriate use of a wide range of information gathering, investigation and problem-solving methods; use of data and relevant literature throughout.
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0-39 Fail	40-54 Pass	55-69 Merit	70-100 Distinction
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Critical evaluation, analysis and independent thinking

Lack of or limited evidence of evaluation, analysis and independent thinking; conclusions are unsupported or lacking; content is highly descriptive.	Adequate level of evaluation, analysis and independent thinking, although some content is descriptive; conclusions are generally made but often lack support.	Sound evidence of evaluation, analysis and independent thinking, points made are generally explored and supported; conclusions made where appropriate and are supported.	Clear and consistent evidence of evaluation, analysis and independent thinking, points made are appropriately detailed and supported; conclusions are consistently made, clear, relevant and justified.
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Professional communication

Poor or inappropriate standard of communication and editing, lacking in relevant examples; limited consideration of the audience; inappropriate choice of media and format; poorly referenced.	Adequate standard of communication and editing, generally using in relevant examples where appropriate; some consideration of the audience; some appreciation of the choice of media and format; referencing is generally adequate but inconsistent.	Good standard of communication and editing, using in relevant examples where appropriate; consistent consideration of the audience; sound appreciation of the choice of media and format; work is accurately referenced throughout.	Outstanding communication and editing, using highly relevant and topical examples where appropriate; clear and consistent consideration of the audience; thorough appreciation of the choice of media and format; high quality referencing throughout.
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Results and certification

The results release date for each session is published on your Portal dashboard and on the Assessment page of the website.

If you are taking an ABE Diploma, please allow three months from the date of your results to the receipt of your certificate. Certificates are usually dispatched around six weeks after results have been published (this is to allow time for any enquiries about results or appeals). Transit times vary according to which country you are in.

Unit specifications

In the second section of this document, you will find the Unit Specification for each unit included in the ABE Level 3 Foundation Diploma in Business Management and the ABE Level 3 Diploma in Business Management.

The Unit Specification contains all the information you need about a particular unit, including the Credit value, Guided Learning Hours and the Unit Syllabus details. You should use the Unit Specifications to see what you will be expected to learn and what you will be expected to demonstrate in your assessments.

Unit Type: Mandatory

Level: 3

Credits: 10

GLH: 50

Assessment Method: Timed Open Book Exam

This unit is designed to provide an understanding of different types of business organisations, sectors and legal structures for businesses.

The aim is to introduce the function of business organisations in different contexts and how business organisations meet the needs of their various stakeholders. It also introduces the key concepts of Environmental, Social and Governance (ESG) standards and ethics in business organisations.

On completion of this unit, you will understand the legal and regulatory requirements faced by different types of business organisations, and the environmental, social and governance factors that can impact different types of business organisations. You will also be able to discuss the main internal and external factors applicable to business organisations and the impact these might have. You will also understand different tools that you can use to assess the internal and external environments of business organisations.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the different types of business organisations	1.1 Explain the different types of business organisations and their key aims and objectives 1.2 Describe the main sectors within which organisations operate, and their functions 1.3 Explain the legal structures of different types of businesses 1.4 Explain how different types of business organisations meet the needs of stakeholders	33%
2. Understand legal, regulatory, ethical and social factors in relation to business organisations	2.1 Describe and understand the impact of the legal and regulatory requirements that can be encountered by different types of business organisations 2.2 Explain the environmental, social and governance (ESG) and ethical factors, and their impact on different types of business organisations 2.3 Explain the risks to business organisations of failing to meet legal, regulatory, ethical and social requirements	34%
3. Understand the factors that can affect business organisations	3.1 Explain and understand the impact of the internal and external factors that can affect business organisations 3.2 Discuss the ethical responsibilities that can be faced by business organisations 3.3 Explain how situational analysis can be undertaken using recognised tools to assess an organisation's business environment	33%

Unit Type: Mandatory

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an understanding of a variety of business management and control concepts, that are applicable to organisations of all types, structures and sizes. It is also designed to provide you with tools to help undertake effective business management and control activities.

The aim is to outline why it is important for business organisations to implement effective controls and measure business performance, and how these can be achieved. It also provides an outline of important financial aspects of running a business, in particular understanding profit and a number of different pricing methods. It considers a range of factors that influence pricing decisions. It also explores the different functions and structures of businesses, including the benefits and challenges of cross-functional working.

On completion of this unit, you will understand the different tools and techniques used in performance management and measurement including service level agreement (SLAs), Key Performance Indicators (KPIs) and the balanced scorecard.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the importance of control within a business and how to measure performance	1.1 Explain why an organisation needs effective control and how it is achieved 1.2 Describe how business and functional objectives are determined in business organisations 1.3 Explain the use of performance measures within an organisation 1.4 Discuss the use of balanced scorecards in performance management	34%
2. Understand relevant financial aspects in relation to business management	2.1 Explain the importance and calculation of profit in a business 2.2 Describe the importance of revenues for a business 2.3 Explain the importance of pricing products and services and how prices are determined 2.4 Discuss different pricing methods	33%
3. Understand the functions and structures of business organisations	3.1 Describe the key functions of businesses, what they do and how they contribute to business success 3.2 Explain the benefits for an organisation of cross-functional working 3.3 Explain common organisational structures and how they impact on business operations	33%

Unit Type: Mandatory

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an understanding of the concepts and importance of entrepreneurship and enterprise. The aim of this unit is to introduce the principles of entrepreneurship and enterprise and the opportunities and challenges that may arise.

On completion of this unit, you will understand the nature of enterprise and entrepreneurship and their importance to the economy. You will be able to discuss the advantages and disadvantages of enterprises and being an entrepreneur, and evaluate your own skill set against the skills, attributes and characteristics required for being an entrepreneur. You will be able to produce and pitch a business plan for a given Enterprise.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the nature of enterprise and entrepreneurship	1.1 Explain the meaning of enterprise and entrepreneurship 1.2 Explain the importance of enterprise and entrepreneurs to the economy 1.3 Discuss the risks, opportunities and constraints faced by entrepreneurs in setting up new enterprises	22%
2. Understand the advantages and disadvantages of enterprises and being an entrepreneur	2.1 Describe the reasons why an entrepreneur might want to set up a new enterprise 2.2 Discuss the advantages and disadvantages of setting up an enterprise and of being an entrepreneur 2.3 Explain the challenges for entrepreneurs and how these might be overcome	24%
3. Understand the skills, attributes and characteristics required for being an entrepreneur	3.1 Describe the skills, attributes and characteristics required for being an entrepreneur 3.2 Explain how someone can evaluate their own skill set against the skills, attributes and characteristics required to be an effective entrepreneur 3.3 Explain how someone can identify any gaps in their skill set and how these may be addressed	24%
4. Understand how to write and communicate a business plan and a 'pitch' for an enterprise	4.1 Develop a business plan for an enterprise 4.2 Develop a short 'pitch' for an enterprise	30%

Unit Type: Mandatory

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an introduction to business finance and financial reporting.

The aim is to introduce the different types of accounting used in businesses and their key differences. It also explores the needs of different stakeholders in respect of an organisation's financial reporting. Limitations in relation to external financial reporting and financial ratios are also explored.

On completion of this unit, you will understand the various requirements for financial reporting and the role of management accounting in planning, controlling, and decision-making within an organisation. You will understand various types of costs and the content of different types of financial statements. You will also understand the main financial ratios and their uses.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the roles of management accounting, financial accounting and external financial reporting	1.1 Explain management accounting and financial accounting 1.2 Discuss the considerations for and requirements of external financial reporting 1.3 Explain the needs of different stakeholders in terms of an organisation's external financial reporting 1.4 Describe the roles of different parties involved in the preparation of accounting related documentation	34%
2. Understand management accounting	2.1 Describe the role of management accounting in planning, controlling, and decision-making within an organisation 2.2 Explain budgets and the budgetary process in a business 2.3 Explain various types of costs within a business 2.4 Discuss techniques for managing, reducing and controlling costs	32%
3. Understand financial accounting	3.1 Explain the purpose of the main financial statements used in a business 3.2 Describe the contents of each of the financial statements 3.3 Discuss the main financial ratios and their uses 3.4 Explain the potential limitations of external financial statements and financial ratios	34%

Unit Type: Mandatory

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an understanding of leadership within an organisational context and the impact of leadership approaches and styles.

The aim is to introduce leadership principles for learners who wish to develop their understanding of leadership models and theories and how they are applied.

On completion of this unit, you will know a range of leadership theories, models and styles and their application within teams and organisations. Additionally, you will understand the opportunities and challenges encountered in leadership, with strategies to minimise or overcome challenges faced.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the nature of leadership in the workplace	1.1 Explain the differences between leadership and management 1.2 Describe the roles and responsibilities of leaders at different levels in an organisation 1.3 Discuss the impact of an organisation's culture on effective leadership	26%
2. Understand different leadership styles and their application	2.1 Explain different leadership styles using a recognised model or theory 2.2 Describe the factors that will influence the choice of leadership styles 2.3 Explain the benefits of adapting leadership styles in different situations	26%
3. Understand leadership theory and models and their relevance	3.1 Discuss different theories of leadership 3.2 Discuss how knowledge of different leadership models can be applied by people to develop their own leadership approach 3.3 Explain how leadership models can be used to support and develop others	26%
4. Understand the challenges and opportunities that can be encountered in leadership roles	4.1 Describe the challenges faced in leadership roles 4.2 Discuss actions for overcoming challenges encountered in leadership roles 4.3 Explain the opportunities associated with leadership roles	22%

Unit Type: Mandatory

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an understanding of the essential skills, knowledge and behaviours required for effective leadership.

The aim is to enable learners to assess their leadership skills and capabilities and identify the personal strengths and areas for development.

On completion of this unit, you will understand what is required to be an effective leader and how to create good followership. Additionally, you will understand the basic concepts of psychological safety and how this contributes to a safe and inclusive working environment.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the skills, knowledge and behaviours needed for effective leadership	1.1 Describe the skills and behaviours required for effective leadership 1.2 Discuss the knowledge required for effective leadership in an organisational context 1.3 Explain the importance of developing leadership skills, behaviours and knowledge	25%
2. Understand what is required for effective followership	2.1 Explain the importance of followership within a leadership context 2.2 Explain different models of followership and their relevance in the workplace 2.3 Describe the actions required by a leader to encourage effective followership	25%
3. Understand how leadership contributes to a psychologically safe and inclusive working environment for followers	3.1 Describe the characteristics of psychological safety 3.2 Discuss the workplace factors that impact psychological safety 3.3 Explain the importance of creating a psychologically safe and inclusive working environment 3.4 Describe leadership actions and behaviours that support a safe and inclusive working environment	24%
4. Understand how to create a strong personal leadership brand	4.1 Explain the importance of personal brand within a leadership role 4.2 Describe the factors that can affect a leader's personal brand 4.3 Discuss the actions a leader can take to develop their own personal brand 4.4 Describe the contents of an action plan someone could use to develop their own personal leadership brand	26%

Unit Type: Optional

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an introduction to the fundamental concepts of marketing.

The aim of this unit is to introduce the role of marketing in business, different marketing strategies and their uses and how businesses can target customers.

On completion of this unit, you will understand the different elements of the marketing mix and stages of the product lifecycle. You will be able to explain the factors that should be considered when planning a marketing campaign and evaluate the influences that may affect the success of a marketing campaign.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the role of marketing	1.1 Explain the role of marketing 1.2 Discuss the marketing mix (7Ps) and its importance 1.3 Explain product management and the stages of the product lifecycle 1.4 Discuss segmentation, targeting and positioning (STP)	33%
2. Understand different marketing strategies and their uses	2.1 Describe the differences between outbound and inbound marketing strategies 2.2 Explain different marketing tools and strategies 2.3 Explain how to select the most appropriate marketing tools and strategies for specific purposes	33%
3. Understand how to plan a marketing campaign	3.1 Explain how to prepare for a marketing campaign 3.2 Describe the stages of the marketing campaign process 3.3 Discuss the factors that should be considered for effectively implementing a marketing campaign 3.4 Explain how the effectiveness of a marketing campaign can be measured	34%

Unit Type: Optional

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to give you an understanding of the basics of Project Management and provide the knowledge of the fundamental concepts of project management.

The aim of this unit is to equip the learner with a structured approach to the lifecycle and enable them to deliver various business projects.

On completion of this unit, you will understand the importance of project management in business. You will know the fundamental concepts in project management and understand the overarching approach to managing projects. You will be able to apply some of the widely adopted methods of project management and the visual tools to communicate important information. In addition, you will learn about the traits needed for a project leader, the importance of a team and clear communication in the effective completion of the project.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Know the fundamental concepts in project management	1.1 Define the term 'project' in business 1.2 Describe the key characteristics of a project 1.3 Discuss the purpose of project management 1.4 Explain the triple constraints framework of project management	25%
2. Understand the overarching approach to effective project management	2.1 Describe the project organisation framework for achieving outcomes 2.2 Explain the phases in a project lifecycle 2.3 Discuss the importance of risk management 2.4 Explain the risk management process	25%
3. Understand project management methodologies	3.1 Explain the meaning of interdependency of activities in a project 3.2 Explain different methodologies that can be used for managing a project 3.3 Describe different visual tools to communicate key project information 3.4 Explain how a project can be reviewed and evaluated	25%
4. Understand the importance of leadership in project management	4.1 Evaluate the roles of a project manager and a project leader 4.2 Examine the importance of developing a functional project team 4.3 Discuss the importance of effective communication for achieving project outcomes	25%

Unit Type: Optional

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an introduction to operations management and information technology in business.

The aim is to provide knowledge of key areas of running a business, from the importance of business planning through to operations management and the role of IT in business. It introduces the function of operations management within business, the business plan and an understanding of the use of IT in business, including the importance of managing IT security.

On completion of this unit, you will understand different operations management tools and techniques used within businesses and you will be able to understand how operations management performance can be evaluated using frameworks and metrics. You will be able to discuss the advantages and disadvantages of using different types of Technology in Business, and produce and communicate a business plan for a given business.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the principles of operations management	<ul style="list-style-type: none">1.1 Explain the key concepts of operations management within business and why it is important1.2 Discuss the typical operations management objectives1.3 Describe how to evaluate operations management performance using recognised frameworks and metrics1.4 Discuss the meaning of the supply chain and supply chain management	33%
2. Understand quality management in business	<ul style="list-style-type: none">2.1 Describe the purpose of Quality Management systems2.2 Explain how to develop a quality culture in a business2.3 Discuss the main techniques for quality management within business2.4 Explain quality assurance (QA) and QA techniques used in business organisations	34%
3. Understand the role of IT in business	<ul style="list-style-type: none">3.1 Explain the role and challenges of IT systems and hardware in business3.2 Describe the need for managing IT security within a business3.3 Discuss the advantages and disadvantages of using different types of technology in business3.4 Discuss the challenges of managing business data	33%

Unit Type: Optional

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an introduction to innovation in business and its importance.

The aim of this unit is to outline the importance of providing opportunities for innovation in business, and the impact that innovation can have. This unit introduces different types of innovation, the stages of the creative process and the role of intrapreneurship in business.

On completion of this unit, you will be able to discuss the benefits and risks of innovation in business and explain the differences between invention and innovation. You will also be able to discuss how organisations can develop a culture of intrapreneurship.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand the importance of innovation in business	1.1 Discuss why innovation is important in business 1.2 Explain different types of innovation 1.3 Describe the benefits and risks of different types of innovation in business 1.4 Discuss the impact that innovation can have on the different functional areas of a business	33%
2. Understand the process of innovation	2.1 Describe the four stages of the creative process 2.2 Explain the differences between invention and innovation 2.3 Discuss the adoption of innovations by customers 2.4 Explain the characteristics of an innovative organisation	34%
3. Understand the process of intrapreneurship	3.1 Explain the role of intrapreneurship 3.2 Discuss how organisations can develop a culture of intrapreneurship 3.3 Explain the value that effective intrapreneurs can add to their organisations	33%

Unit Type: Optional

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an understanding of how to manage stakeholder relationships.

The aim is to introduce stakeholder theory and to explore the application for leaders who have to communicate with a range of internal and external stakeholders.

On completion of this unit, you will understand how to identify relevant stakeholders and their needs and expectations. You will also be able to recognise a range of actions required by a leader to develop and maintain positive relationships with stakeholders. Additionally, you will understand how to deal with conflict situations when they arise in stakeholder relationships.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand stakeholder theory relevant to the workplace	1.1 Describe different types of stakeholders and their needs 1.2 Explain the advantages of a stakeholder value model within an organisational context 1.3 Explain the importance of a stakeholder engagement and how it can be achieved	32%
2. Understand the importance of stakeholder relationships	2.1 Explain the role and responsibilities of the leader within stakeholder groups 2.2 Discuss the importance of building relationships with stakeholders 2.3 Explain how to assess the needs and expectations of stakeholders 2.4 Describe the channels and methods of communication used for stakeholder groups	34%
3. Understand how to manage stakeholder relationships	3.1 Describe potential barriers to stakeholder engagement and their impact 3.2 Explain ways to assess if stakeholder needs have been met 3.3 Describe reasons why stakeholder needs might not be met and actions a leader can take to address this 3.4 Explain how conflict might arise within stakeholder groups and how conflict can be managed and resolved	34%

Unit Type: Optional

Level: 3

Credits: 10

GLH: 50

Assessment Method: Assignment

This unit is designed to provide an understanding of how to lead, motivate and support others to achieve goals and objectives.

The aim is to enable learners to understand the importance of aligning goals for individuals and teams to organisational strategy and objectives.

On completion of this unit, you will understand a range of motivation theories and their application with individuals and teams. You will be able to identify key actions a leader can take to motivate others to achieve goals. Additionally, you will understand the reasons why individuals and teams may not achieve goals, and explore methods that will support others in order to achieve goals and deliver results.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Understand how leaders align individual and team goals and objectives with their organisation's goals and objectives	1.1 Explain the purpose of an organisation's mission, vision and strategy for effective leadership 1.2 Discuss the relevance of organisational goals and objectives when setting individual and team goals and objectives 1.3 Describe how to communicate organisational goals and objectives to individuals and teams 1.4 Explain how the achievement of individual and team goals and objectives can be assessed	25%
2. Understand how motivational theory affects performance in the workplace	2.1 Explain recognised theories of motivation relevant to the workplace 2.2 Discuss the internal and external factors that may affect the motivation of individuals or teams in the workplace 2.3 Describe the impact of motivation levels on the achievement of organisational goals and objectives	25%
3. Understand how leaders motivate individuals and teams to achieve goals and objectives	3.1 Discuss the methods leaders can use to set goals and objectives for individuals and teams 3.2 Explain how leaders can recognise when individual or team motivation levels are low 3.3 Describe actions a leader can take to restore motivation levels to ensure individual and team goals and objectives are achieved	25%
4. Understand how to support individuals and teams to achieve objectives and deliver results	4.1 Explain the potential reasons for individual and team objectives not being met 4.2 Discuss the impact of individual and team objectives not being met 4.3 Describe the actions a leader can take to support individuals and teams to deliver expected results	25%

