



Qualification Specification

# **ProQual Level 5 Diploma in Business Management & Administration**

# ProQual Level 5 Diploma in Business Management & Administration



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### Introduction

The ProQual Level 5 Diploma in Business Management & Administration provides a nationally recognised qualification for individuals responsible for developing, implementing, and maintaining business management systems within an organisation. This qualification is ideal for managers seeking to enhance their expertise in business administration, compliance, and best practices.

The aims of this qualification are:

- To allow candidates to develop knowledge of business management and administrative procedures.
- To provide candidates with opportunities to apply their knowledge of business management and administration in their organisation.
- To facilitate career development for those interested in business management and administration.

The awarding body for this qualification is ProQual AB. This qualification has been approved for delivery in England, and to international candidates by approved centres based in England. This qualification is regulated by Ofqual and has been entered into the Regulated Qualification Framework (RQF).

## Qualification Profile

|  |   |
|--|---|
| <b>Qualification Title:</b>            | ProQual Level 5 Diploma in Business Management & Administration |
| <b>Qualification Number:</b>           | 610/5250/4  |
| <b>Level:</b>                          | 5   |
| <b>Total Qualification Time (TQT):</b> | 2400 Hours<br>240 Credits                                       |
| <b>Guided Learning Hours (GLH):</b>    | 1200 Hours  |
| <b>Assessment:</b>                     | Pass / Fail   |
|  | Internally assessed and verified by centre staff                |
|  | Externally verified by ProQual Verifiers                        |
| <b>Qualification Start Date:</b>       | 24/01/2025  |
| <b>Qualification Review Date:</b>      | 24/01/2028  |

### Learner Profile

There are no formal academic entry requirements for this qualification. Centres should carry out an initial assessment of candidate skills and knowledge to identify and gaps and inform the assessment plan.

Candidates must be aged 18 years or older on the day they are registered for this qualification. Centres are reminded that no assessment should take place before candidates are registered.

Candidates who complete this qualification may progress onto a Level 6 Diploma in Business Management & Administration.

## Qualification Structure

This qualification consists of **twelve** mandatory units. Candidates must complete all mandatory units to complete this qualification.

| Unit Number  | Unit Title  | Level | TQT | GLH |
|--|---|-------|-----|-----|
| Mandatory Units – Candidates must complete <b>all</b> units in this group. |   |       |     |     |
| H/651/4590   | Business Management and Administration Principles | 5     | 200 | 100 |
| J/651/4591   | Marketing Management                              | 5     | 200 | 100 |
| K/651/4592   | Human Resource Management                         | 5     | 200 | 100 |
| L/651/4593   | Organisational Behaviour                          | 5     | 200 | 100 |
| M/651/4594   | Financial Management for Business                 | 5     | 200 | 100 |
| R/651/4595   | Strategic Management                              | 5     | 200 | 100 |
| T/651/4596   | Business Operations Management                    | 5     | 200 | 100 |
| Y/651/4597   | Business Law and Ethics                           | 5     | 200 | 100 |
| A/651/4598   | Project Management                                | 5     | 200 | 100 |
| D/651/4599   | Information Technology for Business               | 5     | 200 | 100 |
| L/651/4600   | Business Research Methods                         | 5     | 200 | 100 |
| M/651/4601   | Leadership and Organizational Development         | 5     | 200 | 100 |

### Centre Requirements

Centres must be approved to deliver this qualification. If your centre is not approved to deliver this qualification, please complete and submit the **ProQual Additional Qualification Approval Form**.

Materials produced by centres to support candidates should:

- Enable them to track their achievements as they progress through the learning outcomes and assessment criteria.
- Provide information on where ProQual's policies and procedures can be viewed.
- Provide a means of enabling Internal and External Quality Assurance staff to authenticate evidence.

Centres must have the appropriate equipment to enable candidates to carry out the practical requirements of this qualification.



## Certification

Candidates who achieve the requirements for this qualification will be awarded:

- A certificate listing all units achieved, and
- A certificate giving the full qualification title:

### **ProQual Level 5 Diploma in Business Management & Administration**

#### **Claiming certificates**

Centres may claim certificates for candidates who have been registered with ProQual and who have successfully achieved the qualification. All certificates will be issued to the centre for successful candidates.

#### **Unit certificates**

If a candidate does not achieve all of the units required for a qualification, the centre may claim a unit certificate for the candidate which will list all of the units achieved.

#### **Replacement certificates**

If a replacement certificate is required a request must be made to ProQual in writing. Replacement certificates are labelled as such and are only provided when the claim has been authenticated. Refer to the Fee Schedule for details of charges for replacement.

## Assessment Requirements

Each candidate is required to produce a portfolio of evidence which demonstrates their achievement of all of the learning outcomes and assessment criteria for each unit.

Evidence can include:

- Observation report by assessor
- Assignments/projects/reports
- Professional discussion
- Witness testimony
- Candidate product
- Worksheets
- Record of oral and written questioning
- Recognition of Prior Learning

Candidates must demonstrate the level of competence described in the units. Assessment is the process of measuring a candidate's skill, knowledge and understanding against the standards set in the qualification.

Centre staff assessing this qualification must be **occupationally competent** and qualified to make assessment decisions. Assessors who are suitably qualified may hold a qualification such as, but not limited to:

- ProQual Level 3 Certificate in Teaching, Training and Assessment.
- ProQual Level 3 Award in Education and Training.
- ProQual Level 3 Award in Assessing Competence in the Work Environment.  
*(Suitable for assessment taking place in a working environment only.)*
- ProQual Level 3 Award in Assessing Vocational Achievement.  
*(Suitable for assessment taking place in a simulated training environment only.)*

Candidate portfolios must be internally verified by centre staff who are **occupationally knowledgeable** and qualified to make quality assurance decisions. Internal verifiers who are suitably qualified may hold a qualification such as:

- ProQual Level 4 Award in the Internal QA of Assessment Processes and Practice.
- ProQual Level 4 Certificate in Leading the Internal QA of Assessment Processes and Practice.

**Occupationally competent** means capable of carrying out the full requirements contained within a unit. **Occupationally knowledgeable** means possessing relevant knowledge and understanding.

### **Enquiries, Appeals and Adjustments**

Adjustments to standard assessment arrangements are made on the individual needs of candidates. ProQual's Reasonable Adjustments Policy and Special Consideration Policy sets out the steps to follow when implementing reasonable adjustments and special considerations and the service that ProQual provides for some of these arrangements.

Centres should contact ProQual for further information or queries about the contents of the policy.

All enquiries relating to assessment or other decisions should be dealt with by centres, with reference to ProQual's Enquiries and Appeals Procedures.

## Units – Learning Outcomes and Assessment Criteria

|   |  |   |  |               |     |
|---|--|---|--|---------------|-----|
| <b>Title:</b>   | Business Management and Administration Principles                                      |   |  | <b>Level:</b> | 5   |
| <b>Unit Number:</b>   | H/651/4590   | <b>TQT:</b>   | 200  | <b>GLH:</b>   | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |  | <b>Assessment Criteria</b><br><i>The learner can:</i> |  |               |     |
| 1   | Understand the core principles and theories of business management and administration. | 1.1   | Describe key business management principles and their application.   |               |     |
|   |  | 1.2   | Compare different management theories and frameworks.  |               |     |
|   |  | 1.3   | Explain the role of administration in the management process.  |               |     |
|   |  | 1.4   | Analyse how business principles are implemented in different types of organizations.   |               |     |
|   |  | 1.5   | Discuss how management principles adapt to organizational changes.   |               |     |
| 2   | Evaluate the relationship between organizational structure and business operations.    | 2.1   | Describe different organizational structures, including: <ul style="list-style-type: none"> <li>• Hierarchical.</li> <li>• Flat.</li> <li>• Matrix.</li> </ul> |               |     |
|   |  | 2.2   | Analyse the impact of organizational structure on business operations.   |               |     |
|   |  | 2.3   | Discuss how the structure can support or hinder decision-making processes.   |               |     |
|   |  | 2.4   | Discuss the role of management in structuring operations efficiently.  |               |     |
|   |  | 2.5   | Compare administrative practices in different organizational structures.   |               |     |

|   |  |     |   |
|---|--|-----|---|
| 3 | Analyse the role of business management in achieving organizational objectives.                | 3.1 | Discuss the link between business management and strategic objectives.  |
|   |  | 3.2 | Discuss the role of leadership in shaping business goals.   |
|   |  | 3.3 | Analyse the effectiveness of management practices in achieving business outcomes.                             |
|   |  | 3.4 | Discuss the contribution of administration in supporting business objectives.                                 |
|   |  | 3.5 | Identify management tools used to track business performance.   |
| 4 | Examine the key challenges and issues faced by business managers.                              | 4.1 | Identify common challenges faced by business managers.  |
|   |  | 4.2 | Analyse the impact of external factors, including economic, social and technological, on business management. |
|   |  | 4.3 | Analyse case studies of organizations dealing with management challenges.                                     |
|   |  | 4.4 | Discuss leadership styles and their effectiveness in overcoming challenges.                                   |
|   |  | 4.5 | Propose solutions to common management issues in diverse business settings.                                   |
| 5 | Identify and explain administrative processes that contribute to organizational effectiveness. | 5.1 | Identify administrative processes that enhance efficiency.  |
|   |  | 5.2 | Explain how administrative processes align with business strategies.  |
|   |  | 5.3 | Evaluate administrative tools and systems used in business management.  |
|   |  | 5.4 | Discuss how effective administration supports operational success.  |
|   |  | 5.5 | Recommend improvements to administrative practices in a business environment.                                 |

### Additional Assessment Information

This unit is **knowledge based**. This means that evidence is expected to take the form of candidate's written work and/or records of appropriate professional discussions.

Where a candidate is asked to apply their knowledge, evidence could come from the candidate's real working environment or could be generated through the use of case studies and simulated scenarios.

|   |  |   |   |             |     |
|---|--|---|---|-------------|-----|
| <b>Title:</b>   | Marketing Management   |   | <b>Level:</b>   | 5           |     |
| <b>Unit Number:</b>   | J/651/4591   | <b>TQT:</b>   | 200   | <b>GLH:</b> | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |  | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |             |     |
| 1   | Understand the key concepts and principles of marketing management.                      | 1.1   | Define marketing management.  |             |     |
|   |  | 1.2   | Discuss the role of marketing management in business success.                       |             |     |
|   |  | 1.3   | Discuss the evolution of marketing theories and concepts.                           |             |     |
|   |  | 1.4   | Discuss the importance of market research in marketing management.                  |             |     |
|   |  | 1.5   | Explain the strategic role of marketing within an organization.                     |             |     |
|   |  | 1.6   | Analyse the relationship between marketing and other business functions.            |             |     |
| 2   | Evaluate the components of the marketing mix and its application in business strategies. | 2.1   | Define and analyse the 4Ps (Product, Price, Place, Promotion) of the marketing mix. |             |     |
|   |  | 2.2   | Evaluate how the marketing mix can be customized for different markets.             |             |     |
|   |  | 2.3   | Analyse the balance of the marketing mix in achieving business objectives.          |             |     |
|   |  | 2.4   | Apply the marketing mix to real-world business case studies.                        |             |     |
|   |  | 2.5   | Discuss the impact of changes in the marketing mix on overall marketing strategy.   |             |     |

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|---|--|-----|---|
| 3 | Develop a comprehensive marketing strategy for a business.               | 3.1 | Produce a market research plan to guide marketing decision-making.                                    |
|   |  | 3.2 | Produce a marketing plan that addresses specific business objectives.                                 |
|   |  | 3.3 | Identify target markets and segment them based on demographic, geographic, and psychographic factors. |
|   |  | 3.4 | Recommend marketing strategies for new products or services.  |
|   |  | 3.5 | Analyse competitor marketing strategies and recommend improvements.                                   |
| 4 | Analyse customer behaviour and its implications for marketing decisions. | 4.1 | Identify factors that influence consumer buying behaviour.  |
|   |  | 4.2 | Analyse the psychological, social, and cultural factors affecting consumer decisions.                 |
|   |  | 4.3 | Discuss the role of customer feedback in shaping marketing strategies.                                |
|   |  | 4.4 | Analyse how different types of customer behaviour impact marketing approaches.                        |
|   |  | 4.5 | Apply customer behaviour theories to specific marketing challenges.                                   |
| 5 | Understand how to assess the effectiveness of marketing communications.  | 5.1 | Analyse the effectiveness of digital and traditional marketing communication tools.                   |
|   |  | 5.2 | Discuss the role of branding in marketing communication.  |
|   |  | 5.3 | Analyse the effectiveness of advertising, public relations, and promotions.                           |
|   |  | 5.4 | Measure the success of marketing campaigns through key performance indicators (KPIs).                 |
|   |  | 5.5 | Recommend strategies to improve marketing communication effectiveness.                                |



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| <b>Title:</b>   | Human Resource Management   |   |  | <b>Level:</b> | 5   |
|---|---|---|--|---------------|-----|
| <b>Unit Number:</b>   | K/651/4592  | <b>TQT:</b>   | 200  | <b>GLH:</b>   | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |  |               |     |
| 1   | Understand the principles and functions of Human Resource Management (HRM). | 1.1   | Define Human Resource Management.  |               |     |
|   |   | 1.2   | Explain the role of HRM in achieving business goals.                                 |               |     |
|   |   | 1.3   | Discuss the key functions of HRM, including staffing, development, and compensation. |               |     |
|   |   | 1.4   | Evaluate HRM's contribution to organizational performance and culture.               |               |     |
|   |   | 1.5   | Analyse how HRM strategies align with overall business strategy.                     |               |     |
|   |   | 1.6   | Discuss HRM's role in managing change within organizations.                          |               |     |
| 2   | Analyse recruitment, selection, and retention strategies.                   | 2.1   | Discuss various recruitment methods and their effectiveness.                         |               |     |
|   |   | 2.2   | Analyse the selection process, including interview techniques and assessment tools.  |               |     |
|   |   | 2.3   | Evaluate retention strategies and their impact on employee turnover.                 |               |     |
|   |   | 2.4   | Discuss the importance of diversity and inclusion in recruitment.                    |               |     |
|   |   | 2.5   | Discuss how recruitment and selection contribute to organizational success.          |               |     |

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|---|--|-----|---|
| 3 | Evaluate the role of HRM in employee development and performance management. | 3.1 | Explain the importance of employee training and development in organizational growth. |
|   |  | 3.2 | Evaluate performance management systems and their effectiveness.                      |
|   |  | 3.3 | Analyse how employee development impacts productivity and engagement.                 |
|   |  | 3.4 | Discuss the role of feedback in performance management.                               |
|   |  | 3.5 | Recommend strategies for improving employee development programs.                     |
| 4 | Assess the impact of legal and ethical issues on HR practices.               | 4.1 | Identify legal considerations affecting HR practices.                                 |
|   |  | 4.2 | Analyse ethical dilemmas in HR management and propose solutions.                      |
|   |  | 4.3 | Discuss the impact of workplace diversity and inclusivity laws on HR practices.       |
|   |  | 4.4 | Discuss the role of HRM in maintaining a positive workplace culture.                  |
|   |  | 4.5 | Evaluate the legal and ethical risks of non-compliance with HR regulations.           |
| 5 | Understand the relationship between HRM and organizational success.          | 5.1 | Explain how HRM practices contribute to achieving organizational goals.               |
|   |  | 5.2 | Discuss the role of HR in improving organizational performance.                       |
|   |  | 5.3 | Evaluate the integration of HR strategies with overall business strategies.           |
|   |  | 5.4 | Analyse the contribution of HR to employee engagement and satisfaction.               |
|   |  | 5.5 | Recommend HR practices that support long-term organizational success.                 |

### Additional Assessment Information

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Where a candidate is asked to apply their knowledge, evidence could come from the candidate's real working environment or could be generated through the use of case studies and simulated scenarios.

|   |   |   |  |             |     |
|---|---|---|--|-------------|-----|
| <b>Title:</b>   | Organisational Behaviour  |   | <b>Level:</b>  | 5           |     |
| <b>Unit Number:</b>   | L/651/4593  | <b>TQT:</b>   | 200  | <b>GLH:</b> | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |  |             |     |
| 1   | Understand the key theories and concepts in organizational behaviour.                   | 1.1   | Discuss major theories of organizational behaviour   |             |     |
|   |   | 1.2   | Explain how organizational behaviour theories can be applied in different settings.        |             |     |
|   |   | 1.3   | Evaluate the strengths and weaknesses of various organizational behaviour theories.        |             |     |
|   |   | 1.4   | Analyse the role of individual differences in shaping organizational behaviour.            |             |     |
|   |   | 1.5   | Apply organizational behaviour theories to real-world case studies.                        |             |     |
| 2   | Analyse the factors that influence individual and group behaviour within organizations. | 2.1   | Identify the factors influencing individual behaviour at work (e.g., personality, values). |             |     |
|   |   | 2.2   | Analyse the impact of group dynamics on organizational performance.                        |             |     |
|   |   | 2.3   | Discuss the influence of organizational structure and culture on behaviour.                |             |     |
|   |   | 2.4   | Evaluate how organizational behaviour affects teamwork and collaboration.                  |             |     |
|   |   | 2.5   | Propose strategies to improve group behaviour and cooperation in organizations.            |             |     |
| 3   | Evaluate the role of leadership in shaping organizational culture.                      | 3.1   | Discuss different leadership styles and their impact on organizational behaviour.          |             |     |
|   |   | 3.2   | Evaluate how leadership affects employee engagement and motivation.                        |             |     |
|   |   | 3.3   | Analyse the relationship between leadership and organizational culture.                    |             |     |
|   |   | 3.4   | Discuss how leadership styles influence decision-making and conflict resolution.           |             |     |
|   |   | 3.5   | Recommend leadership strategies to improve organizational behaviour.                       |             |     |

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| 4 | Assess the impact of communication and decision-making processes on behaviour. | 4.1 | Analyse the impact of organizational communication on employee behaviour.                    |
|   |  | 4.2 | Evaluate the role of decision-making processes in influencing organizational outcomes.       |
|   |  | 4.3 | Discuss how information flow affects organizational efficiency and morale.                   |
|   |  | 4.4 | Analyse the role of transparency and communication in leadership effectiveness.              |
|   |  | 4.5 | Propose methods to enhance communication and decision-making processes within organizations. |
| 5 | Examine the relationship between motivation and employee performance.          | 5.1 | Define "motivation" and discuss its importance in the workplace.                             |
|   |  | 5.2 | Discuss the importance of motivation in the workplace.                                       |
|   |  | 5.3 | Analyse different motivational theories and their application in organizations.              |
|   |  | 5.4 | Evaluate the impact of motivational practices on employee performance and productivity.      |
|   |  | 5.5 | Discuss how motivation influences job satisfaction and organizational commitment.            |
|   |  | 5.6 | Recommend strategies to enhance employee motivation and performance.                         |

### Additional Assessment Information

This unit is **knowledge based**. This means that evidence is expected to take the form of candidate's written work and/or records of appropriate professional discussions.

Where a candidate is asked to apply their knowledge, evidence could come from the candidate's real working environment or could be generated through the use of case studies and simulated scenarios.

| <b>Title:</b>   | Financial Management for Business   |   |   | <b>Level:</b> | 5   |
|---|---|---|---|---------------|-----|
| <b>Unit Number:</b>   | M/651/4594  | <b>TQT:</b>   | 200   | <b>GLH:</b>   | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |               |     |
| 1   | Understand the principles and functions of financial management.            | 1.1   | Explain the purpose of financial management in business operations.                 |               |     |
|   |   | 1.2   | Discuss the role of financial management in achieving business objectives.          |               |     |
|   |   | 1.3   | Discuss the importance of financial planning in business decision-making.           |               |     |
|   |   | 1.4   | Analyse financial tools and techniques used by managers to make informed decisions. |               |     |
|   |   | 1.5   | Explain the relationship between financial and strategic business planning.         |               |     |
| 2   | Analyse financial statements and assess their impact on business decisions. | 2.1   | Explain the components of financial statements.                                     |               |     |
|   |   | 2.2   | Discuss how financial statements inform business decisions.                         |               |     |
|   |   | 2.3   | Analyse the financial position of a business using financial ratios.                |               |     |
|   |   | 2.4   | Compare financial statements across different businesses.                           |               |     |
|   |   | 2.5   | Interpret financial data to assess business performance and potential for growth.   |               |     |
| 3   | Evaluate financial planning and budgeting techniques.                       | 3.1   | Discuss the importance of budgeting in financial planning.                          |               |     |
|   |   | 3.2   | Evaluate different types of budgets used by businesses.                             |               |     |
|   |   | 3.3   | Analyse the role of forecasting in financial management.                            |               |     |
|   |   | 3.4   | Discuss the impact of budgetary control on business performance.                    |               |     |
|   |   | 3.5   | Recommend improvements to budgeting processes within a business.                    |               |     |

|   |  |     |  |
|---|--|-----|--|
| 4 | Understand financial risk management and its role in decision-making.              | 4.1 | Explain the concept of financial risk and its management.  |
|   |  | 4.2 | Analyse different types of financial risks, including: <ul style="list-style-type: none"> <li>• Credit.</li> <li>• Liquidity.</li> <li>• Operational.</li> </ul> |
|   |  | 4.3 | Evaluate the strategies businesses use to mitigate financial risk.   |
|   |  | 4.4 | Discuss the role of financial risk management in decision-making.  |
|   |  | 4.5 | Recommend risk management strategies based on financial analysis.  |
| 5 | Assess the financial health of a business using key performance indicators (KPIs). | 5.1 | Explain key financial performance indicators (KPIs).   |
|   |  | 5.2 | Analyse business performance using financial metrics and KPIs.   |
|   |  | 5.3 | Compare KPIs across industries to assess financial health.   |
|   |  | 5.4 | Discuss the role of financial performance analysis in business strategy.   |
|   |  | 5.5 | Recommend actions to improve financial performance based on KPI analysis.  |

### Additional Assessment Information

This unit is **knowledge based**. This means that evidence is expected to take the form of candidate's written work and/or records of appropriate professional discussions.

Where a candidate is asked to apply their knowledge, evidence could come from the candidate's real working environment or could be generated through the use of case studies and simulated scenarios.



|   |   |   |   |                 |
|---|---|---|---|-----------------|
| <b>Title:</b>   | Strategic Management  |   | <b>Level:</b>   | 5               |
| <b>Unit Number:</b>   | R/651/4595  | <b>TQT:</b>   | 200   | <b>GLH:</b> 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |                 |
| 1   | Understand the principles and theories of strategic management.                 | 1.1   | Define strategic management and its importance in achieving business success.   |                 |
|   |   | 1.2   | Explain the importance of strategic management in achieving business success.   |                 |
|   |   | 1.3   | Discuss the key strategic management theories and models, including: <ul style="list-style-type: none"> <li>• SWOT.</li> <li>• Porter's Five Forces.</li> </ul> |                 |
|   |   | 1.4   | Analyse the relationship between strategic management and organizational objectives.  |                 |
|   |   | 1.5   | Evaluate the role of strategic thinking in business decision-making.  |                 |
|   |   | 1.6   | Discuss the process of strategic planning and execution.  |                 |
| 2   | Evaluate the external and internal factors affecting strategic decision-making. | 2.1   | Discuss the impact of the external business environment on strategic decisions (e.g., PESTLE analysis).   |                 |
|   |   | 2.2   | Discuss how internal organizational factors influence strategy.   |                 |
|   |   | 2.3   | Analyse how market trends and competition affect business strategies.   |                 |
|   |   | 2.4   | Discuss the significance of stakeholder analysis in strategic planning.   |                 |
|   |   | 2.5   | Identify opportunities and threats through external and internal assessments.   |                 |

|   |   |     |   |
|---|---|-----|---|
| 3 | Develop a strategic plan for a business organization.                               | 3.1 | Develop a strategic plan that aligns with business goals.   |
|   |   | 3.2 | Formulate strategic objectives that are SMART (Specific, Measurable, Achievable, Relevant, Time-bound). |
|   |   | 3.3 | Use strategic tools and techniques (e.g., strategic maps, business models) to support planning.         |
|   |   | 3.4 | Design an implementation plan for the proposed strategy.  |
|   |   | 3.5 | Recommend adjustments to strategies based on environmental changes.                                     |
| 4 | Analyse the role of leadership in implementing strategies.                          | 4.1 | Evaluate the role of leadership in driving strategic initiatives.                                       |
|   |   | 4.2 | Analyse how leadership styles impact strategy execution.  |
|   |   | 4.3 | Discuss the importance of communication in strategy implementation.                                     |
|   |   | 4.4 | Discuss leadership challenges during strategic change.  |
|   |   | 4.5 | Recommend leadership strategies for successful strategy implementation.                                 |
| 5 | Assess the effectiveness of strategic management in achieving organizational goals. | 5.1 | Evaluate the success of strategic initiatives using performance metrics.                                |
|   |   | 5.2 | Analyse the effectiveness of the strategic plan in achieving business outcomes.                         |
|   |   | 5.3 | Discuss the role of continuous monitoring and evaluation in strategic management.                       |
|   |   | 5.4 | Discuss the role of feedback mechanisms in strategy adjustment.   |
|   |   | 5.5 | Recommend improvements to the strategic management process based on analysis.                           |

### Additional Assessment Information

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| <b>Title:</b>   | Business Operations Management   |   | <b>Level:</b>   | 5               |
|---|--|---|---|-----------------|
| <b>Unit Number:</b>   | T/651/4596   | <b>TQT:</b>   | 200   | <b>GLH:</b> 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |  | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |                 |
| 1   | Understand the principles and practices of business operations management. | 1.1   | Define business operations management.  |                 |
|   |  | 1.2   | Explain the role of business operations management in organisational success.                   |                 |
|   |  | 1.3   | Discuss key operational concepts such as process management, supply chain, and quality control. |                 |
|   |  | 1.4   | Analyse the impact of operations management on overall business performance.                    |                 |
|   |  | 1.5   | Explain the relationship between operations management and other business functions.            |                 |
|   |  | 1.6   | Discuss the importance of continuous improvement in operations management.                      |                 |
| 2   | Evaluate the efficiency of business operations.                            | 2.1   | Analyse the efficiency and effectiveness of business operations through process mapping.        |                 |
|   |  | 2.2   | Evaluate key performance indicators (KPIs) used in operations management.                       |                 |
|   |  | 2.3   | Analyse the impact of lean management and Six Sigma on operational performance.                 |                 |
|   |  | 2.4   | Discuss the importance of resource allocation in optimizing operations.                         |                 |
|   |  | 2.5   | Identify operational bottlenecks and propose solutions to improve efficiency.                   |                 |

|   |   |     |  |
|---|---|-----|--|
| 3 | Develop operational strategies to improve business performance. | 3.1 | Develop an operations strategy that aligns with business goals and objectives.                                     |
|   |   | 3.2 | Produce operational objectives that are measurable and realistic.  |
|   |   | 3.3 | Identify and apply operational best practices to improve processes.  |
|   |   | 3.4 | Discuss the use of forecasting in operations planning.   |
|   |   | 3.5 | Recommend operational changes based on industry trends and innovations.  |
| 4 | Assess the impact of technology on business operations.         | 4.1 | Discuss the role of technology in enhancing business operations.   |
|   |   | 4.2 | Evaluate the impact of automation and digitalization on operational efficiency.                                    |
|   |   | 4.3 | Discuss the use of enterprise resource planning (ERP) systems in operations management.                            |
|   |   | 4.4 | Analyse how business intelligence tools support operational decision-making.                                       |
|   |   | 4.5 | Recommend technological advancements to improve operational performance.   |
| 5 | Manage operational risks and challenges.                        | 5.1 | Identify key risks in business operations and assess their potential impact.                                       |
|   |   | 5.2 | Evaluate strategies for managing operational risks, including contingency planning and risk management frameworks. |
|   |   | 5.3 | Discuss the importance of quality assurance in risk management.  |
|   |   | 5.4 | Propose risk mitigation strategies for operational challenges.   |

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|   |   |   |   |             |     |
|---|---|---|---|-------------|-----|
| <b>Title:</b>   | Business Law and Ethics   |   | <b>Level:</b>   | 5           |     |
| <b>Unit Number:</b>   | Y/651/4597  | <b>TQT:</b>   | 200   | <b>GLH:</b> | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |             |     |
| 1   | Understand the fundamental concepts of business law.            | 1.1   | Identify key concepts in business law.  |             |     |
|   |   | 1.2   | Discuss the legal environment in which businesses operate.                              |             |     |
|   |   | 1.3   | Identify various forms of business ownership and their legal implications.              |             |     |
|   |   | 1.4   | Evaluate the role of regulatory bodies in ensuring legal compliance.                    |             |     |
|   |   | 1.5   | Discuss the relationship between business law and business ethics.                      |             |     |
| 2   | Analyse the legal aspects of business contracts and agreements. | 2.1   | Explain the principles of contract law and the elements of a valid contract.            |             |     |
|   |   | 2.2   | Analyse common types of business agreements.  |             |     |
|   |   | 2.3   | Discuss the legal consequences of contract breaches.                                    |             |     |
|   |   | 2.4   | Discuss the role of negotiation in business contracts.                                  |             |     |
|   |   | 2.5   | Discuss the legal remedies available in the event of a contract dispute.                |             |     |
| 3   | Evaluate the ethical implications of business decisions.        | 3.1   | Analyse the ethical challenges businesses face in decision-making.                      |             |     |
|   |   | 3.2   | Evaluate the role of corporate social responsibility (CSR) in business ethics.          |             |     |
|   |   | 3.3   | Discuss the ethical implications of corporate behaviour and its impact on stakeholders. |             |     |
|   |   | 3.4   | Discuss ethical frameworks and their application in business practices.                 |             |     |
|   |   | 3.5   | Recommend strategies for fostering ethical decision-making in businesses.               |             |     |

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| 4 | Understand the role of business law in corporate governance.            | 4.1 | Explain the principles of corporate governance and the legal duties of directors.      |
|   |   | 4.2 | Analyse the role of business law in ensuring ethical corporate governance.             |
|   |   | 4.3 | Analyse the relationship between corporate governance and financial performance.       |
|   |   | 4.4 | Discuss the role of shareholder rights in corporate governance.                        |
|   |   | 4.5 | Discuss the impact of legal frameworks on corporate responsibility and accountability. |
| 5 | Assess the importance of legal compliance and corporate responsibility. | 5.1 | Identify the legal compliance requirements businesses must adhere to.                  |
|   |   | 5.2 | Discuss the importance of legal audits and compliance programs.                        |
|   |   | 5.3 | Evaluate the risks of non-compliance with business laws and regulations.               |
|   |   | 5.4 | Propose methods to ensure businesses comply with relevant laws and standards.          |
|   |   | 5.5 | Discuss the role of ethical leadership in ensuring compliance within organizations.    |

### Additional Assessment Information

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Where a candidate is asked to apply their knowledge, evidence could come from the candidate's real working environment or could be generated through the use of case studies and simulated scenarios.

|   |   |   |   |             |     |
|---|---|---|---|-------------|-----|
| <b>Title:</b>   | Project Management  |   | <b>Level:</b>   | 5           |     |
| <b>Unit Number:</b>   | A/651/4598  | <b>TQT:</b>   | 200   | <b>GLH:</b> | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |             |     |
| 1   | Understand the principles of project management.                      | 1.1   | Define project management and its importance in achieving business objectives.            |             |     |
|   |   | 1.2   | Explain the importance of project management in achieving business objectives.            |             |     |
|   |   | 1.3   | Discuss key project management methodologies  |             |     |
|   |   | 1.4   | Explain the phases of a project lifecycle.  |             |     |
|   |   | 1.5   | Assess the role of the project manager in delivering successful projects.                 |             |     |
|   |   | 1.6   | Discuss the importance of stakeholder management in project success.                      |             |     |
| 2   | Develop a project plan using project management tools and techniques. | 2.1   | Develop a comprehensive project plan with defined goals and milestones.                   |             |     |
|   |   | 2.2   | Use project management software and tools to create schedules and budgets.                |             |     |
|   |   | 2.3   | Identify key project deliverables and performance indicators.                             |             |     |
|   |   | 2.4   | Develop a work breakdown structure (WBS) for project tasks.                               |             |     |
| 3   | Evaluate the management of project resources.                         | 3.1   | Evaluate the resources required for project execution (e.g., human resources, materials). |             |     |
|   |   | 3.2   | Analyse the role of resource allocation in project success.                               |             |     |
|   |   | 3.3   | Assess the impact of resource constraints on project timelines and quality.               |             |     |
|   |   | 3.4   | Discuss strategies for effective resource management and optimization.                    |             |     |
|   |   | 3.5   | Propose methods to improve resource utilization in project management.                    |             |     |



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| 4 | Analyse risk management strategies in project planning. | 4.1 | Identify potential risks and challenges that could impact project success.         |
|   |   | 4.2 | Develop a risk management plan to address project uncertainties.                   |
|   |   | 4.3 | Analyse the impact of risks on project timelines and deliverables.                 |
|   |   | 4.4 | Discuss strategies for mitigating project risks.                                   |
|   |   | 4.5 | Monitor and adjust risk management plans throughout the project lifecycle.         |
| 5 | Assess the success of project delivery.                 | 5.1 | Assess the success of a project based on performance metrics.                      |
|   |   | 5.2 | Evaluate the outcomes of project delivery against the original objectives.         |
|   |   | 5.3 | Discuss lessons learned and areas for improvement in project management practices. |
|   |   | 5.4 | Propose strategies for improving project management processes.                     |

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| <b>Title:</b>   | Information Technology for Business                             |   |   | <b>Level:</b> | 5   |
|---|---|---|---|---------------|-----|
| <b>Unit Number:</b>   | D/651/4599  | <b>TQT:</b>   | 200   | <b>GLH:</b>   | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |               |     |
| 1   | Understand the role of information technology (IT) in business. | 1.1   | Describe the role of IT in modern business operations.                                    |               |     |
|   |   | 1.2   | Discuss the impact of digital transformation on business functions.                       |               |     |
|   |   | 1.3   | Explain the importance of IT infrastructure in supporting business activities.            |               |     |
|   |   | 1.4   | Analyse how IT enables decision-making and business growth.                               |               |     |
|   |   | 1.5   | Evaluate the role of IT in enhancing customer experience and service delivery.            |               |     |
| 2   | Evaluate the impact of IT on business processes.                | 2.1   | Discuss the role of IT systems in streamlining business processes.                        |               |     |
|   |   | 2.2   | Analyse how IT supports business communication and collaboration.                         |               |     |
|   |   | 2.3   | Evaluate the impact of enterprise resource planning (ERP) systems on business operations. |               |     |
|   |   | 2.4   | Discuss the benefits of automation and digital tools in improving business efficiency.    |               |     |
|   |   | 2.5   | Discuss the role of IT in managing business data and information.                         |               |     |
| 3   | Develop IT strategies for improving business efficiency.        | 3.1   | Develop an IT strategy that supports organisational goals.                                |               |     |
|   |   | 3.3   | Discuss the use of cloud computing and other technologies in business operations.         |               |     |
|   |   | 3.4   | Assess the effectiveness of IT investments in improving business performance.             |               |     |
|   |   | 3.5   | Propose IT-driven solutions to enhance business operations.                               |               |     |

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| 4 | Assess the security and ethical concerns of IT in business. | 4.1 | Identify potential security risks associated with IT in business.                 |
|   |   | 4.2 | Analyse strategies for ensuring data security and privacy.                        |
|   |   | 4.3 | Discuss ethical concerns related to the use of IT in business.                    |
|   |   | 4.4 | Discuss the role of IT governance in ensuring compliance with legal regulations.  |
|   |   | 4.5 | Recommend strategies for managing cybersecurity risks in business environments.   |
| 5 | Manage IT projects to align with business goals.            | 5.1 | Develop a project plan for implementing IT solutions within an organization.      |
|   |   | 5.2 | Evaluate the success of IT projects based on project management principles.       |
|   |   | 5.3 | Assess the effectiveness of IT projects in meeting business objectives.           |
|   |   | 5.4 | Discuss the challenges of managing IT projects in terms of time, cost, and scope. |
|   |   | 5.5 | Recommend best practices for IT project management.                               |

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| <b>Title:</b>   | Business Research Methods                                   |   |  | <b>Level:</b> | 5   |
|---|---|---|--|---------------|-----|
| <b>Unit Number:</b>   | L/651/4600  | <b>TQT:</b>   | 200  | <b>GLH:</b>   | 100 |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |  |               |     |
| 1   | Understand the principles and methods of business research. | 1.1   | Define business research and its role in decision-making.  |               |     |
|   |   | 1.2   | Discuss various research methodologies, including: <ul style="list-style-type: none"> <li>• Qualitative.</li> <li>• Quantitative.</li> <li>• Mixed-methods.</li> </ul> |               |     |
|   |   | 1.3   | Evaluate the advantages and disadvantages of different research approaches.  |               |     |
|   |   | 1.4   | Identify the steps involved in the research process.   |               |     |
|   |   | 1.5   | Discuss ethical considerations in business research.   |               |     |
| 2   | Design a business research proposal.                        | 2.1   | Design a research proposal addressing a business problem.  |               |     |
|   |   | 2.2   | Define research objectives and hypotheses.   |               |     |
|   |   | 2.3   | Select appropriate research methods and data collection techniques.  |               |     |
|   |   | 2.4   | Develop a research timeline and resource allocation plan.  |               |     |
|   |   | 2.5   | Identify potential challenges and risks in conducting the research.  |               |     |

|   |   |     |   |
|---|---|-----|---|
| 3 | Analyse data using appropriate research tools and techniques. | 3.1 | Use statistical software to analyse research data.                              |
|   |   | 3.2 | Interpret research findings to draw meaningful conclusions.                     |
|   |   | 3.3 | Apply qualitative analysis techniques to assess interview or focus group data.  |
|   |   | 3.4 | Compare different data analysis methods and their application.                  |
|   |   | 3.5 | Analyse the impact of research findings on business decision-making.            |
| 4 | Evaluate the validity and reliability of research findings.   | 4.1 | Evaluate the reliability and validity of research tools and instruments.        |
|   |   | 4.2 | Discuss potential biases in data collection and analysis.                       |
|   |   | 4.3 | Discuss the limitations of research findings.                                   |
|   |   | 4.4 | Evaluate the generalizability of research results to other contexts.            |
|   |   | 4.5 | Discuss methods for ensuring the accuracy and integrity of research outcomes.   |
| 5 | Present research findings in a structured report.             | 5.1 | Present research findings in a structured and professional report.              |
|   |   | 5.2 | Include recommendations based on research results.                              |
|   |   | 5.3 | Use visual aids such as charts and graphs to support research findings.         |
|   |   | 5.4 | Discuss the implications of research for business strategy and decision-making. |
|   |   | 5.5 | Evaluate the effectiveness of the research process and propose improvements.    |

### Additional Assessment Information

This unit is **knowledge based**. This means that evidence is expected to take the form of candidate's written work and/or records of appropriate professional discussions.

For this unit, candidates could carry out the research proposal they design for learning aim 2 and then use the results of this to research to generate evidence for the following learning aims.

Alternatively, it would also be acceptable for a candidate to design a research proposal for learning aim 2; and then be provided with the real or simulated results of a different research project in order to generate evidence for the following learning aims.

**There is no requirement for a candidate to conduct research in order to be awarded this unit.**

| <b>Title:</b>   |   | Leadership and Organizational Development             |   | <b>Level:</b> |  | 5   |  |
|---|---|---|---|---------------|--|-----|--|
| <b>Unit Number:</b>   |   | M/651/4601  |   | <b>TQT:</b>   |  | 200 |  |
|   |   |   |   | <b>GLH:</b>   |  | 100 |  |
| <b>Learning Outcomes</b><br><i>The learner will be able to:</i> |   | <b>Assessment Criteria</b><br><i>The learner can:</i> |   |               |  |     |  |
| 1   | Understand the theories and styles of leadership.             | 1.1   | Define leadership and discuss its importance in organizational success.               |               |  |     |  |
|   |   | 1.2   | Analyse key leadership theories (e.g., transformational, transactional, situational). |               |  |     |  |
|   |   | 1.3   | Compare different leadership styles and their impact on organizations.                |               |  |     |  |
|   |   | 1.4   | Evaluate the role of emotional intelligence in leadership.                            |               |  |     |  |
|   |   | 1.5   | Discuss the relationship between leadership and employee engagement.                  |               |  |     |  |
| 2   | Analyse the role of leadership in organizational development. | 2.1   | Evaluate the role of leadership in shaping organizational development.                |               |  |     |  |
|   |   | 2.2   | Analyse how leadership supports organizational change and innovation.                 |               |  |     |  |
|   |   | 2.3   | Discuss the importance of strategic vision and leadership in organizational growth.   |               |  |     |  |
|   |   | 2.4   | Discuss how leadership contributes to organizational sustainability.                  |               |  |     |  |
|   |   | 2.5   | Recommend leadership practices to enhance organizational effectiveness.               |               |  |     |  |

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| 3 | Evaluate the impact of leadership on organizational culture and performance. | 3.1 | Discuss the impact of leadership on organizational culture and employee behaviour. |
|   |  | 3.2 | Analyse how leadership affects decision-making processes and performance outcomes. |
|   |  | 3.3 | Discuss the influence of leadership on motivation and employee satisfaction.       |
|   |  | 3.4 | Evaluate the role of leadership in conflict management and resolution.             |
|   |  | 3.5 | Propose strategies to align leadership with organizational goals and values.       |
| 4 | Assess leadership development programs and strategies.                       | 4.1 | Evaluate leadership development programs and their effectiveness.                  |
|   |  | 4.2 | Discuss the importance of leadership training and continuous learning.             |
|   |  | 4.3 | Discuss the role of mentorship and coaching in leadership development.             |
|   |  | 4.4 | Recommend strategies for developing future leaders within an organization.         |
|   |  | 4.5 | Analyse the impact of leadership succession planning on organizational success.    |
| 5 | Develop leadership skills for effective management.                          | 5.1 | Discuss how leadership skills contribute to team and organizational success.       |
|   |  | 5.2 | Evaluate own leadership strengths and areas for improvement.                       |
|   |  | 5.3 | Create a personal leadership development plan.                                     |
|   |  | 5.4 | Recommend strategies for enhancing leadership effectiveness in business contexts.  |

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## Appendix One – Command Verb Definitions

The table below explains what is expected from each **command verb** used in an assessment objective. Not all verbs are used in this specification

|                           |   |
|---------------------------|---|
| <b>Apply</b>              | Use existing knowledge or skills in a new or different context.   |
| <b>Analyse</b>            | Break a larger subject into smaller parts, examine them in detail and show how these parts are related to each other. This may be supported by reference to current research or theories. |
| <b>Classify</b>           | Organise information according to specific criteria.  |
| <b>Compare</b>            | Examine subjects in detail, giving the similarities and differences.  |
| <b>Critically Compare</b> | As with compare, but extended to include pros and cons of the subject. There may or may not be a conclusion or recommendation as appropriate.   |
| <b>Describe</b>           | Provide detailed, factual information about a subject.  |
| <b>Discuss</b>            | Give a detailed account of a subject, including a range of contrasting views and opinions.  |
| <b>Explain</b>            | As with describe, but extended to include causation and reasoning.  |
| <b>Identify</b>           | Select or ascertain appropriate information and details from a broader range of information or data.  |
| <b>Interpret</b>          | Use information or data to clarify or explain something.  |
| <b>Produce</b>            | Make or create something.   |
| <b>State</b>              | Give short, factual information about something.  |
| <b>Specify</b>            | State a fact or requirement clearly and in precise detail.  |



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