

LEVEL 5 DIPLOMA IN BUSINESS MANAGEMENT (QCF)

Table of Contents

Qualification Objectives	3
Quality, Standards and Recognitions	3
Regulatory Information.....	3
Equivalence.....	3
Programme Structure	4
About the Units	4
Entry Requirements	4
Progression	4
Delivering the Qualifications	4
Assessment and Verification.....	4
Unit Specifications	5
Unit 01: Human Resource Management.....	6
Unit 02: Project Management	8
Unit 03: Marketing Management and Planning	10
Unit 04: Financial Accounting.....	12
Unit 05: Business Law	14
Unit 06: Corporate Social Responsibility and Governance.....	16

QUALIFICATION OBJECTIVES

The qualification in Business Management at Level 5 has been developed to conform to the requirements of the QCF, to meet the requirements of employers, the needs of learners and our centres. This qualification is not tied to any specific industry, but delivers the knowledge, understanding and skills that meet the needs of learners aspiring to roles in Business and Administrative Management in different sectors on a domestic and international platform.

We provide a flexible route for learners who have already achieved qualifications in Business and Administrative Management at a lower level and for learners who do not have management qualifications, but have qualifications in other areas and/or prior experience the workplace. The Diploma allows learners to acquire a range of knowledge and understanding and to develop some of the key skills required to work as an administrative manager.

QUALITY, STANDARDS AND RECOGNITIONS

Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit register of [Regulated Qualifications](#).

Qualifications Wales is a Welsh Government Sponsored Body but independent from the Welsh Government in relation to its qualifications functions for which is directly accountable to the National Assembly for Wales. It is responsible for the regulation of awarding bodies and the quality assurance of qualifications in Wales. It is charged with ensuring that qualifications in Wales are fit for purpose, that the qualification system in Wales is efficient and effective and that there is public confidence in qualifications in Wales. Visit [Qualifications Wales](#) for more information.

This qualification offers progression to several UK universities that acknowledge the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and master's/top-up programmes.

REGULATORY INFORMATION

Qualification Title	Level 5 Diploma in Business Management (QCF)
Duration	1 Year
Total Credit Value	120 Credits
Overall Grading Type	Pass
Assessment Methods	Coursework
Language of Study	English

EQUIVALENCE

This Business Management diploma qualification is a Level 5 qualification according to the Qualifications and Credit Framework (QCF) which consist 6 mandatory units worth total 120 credits and equivalent to Degree 2nd Year in the UK.

PROGRAMME STRUCTURE

Level 5 Diploma in Business Management is a 120 credit qualification that includes six mandatory units. To achieve the Level 5 Diploma in Business Management, learners must complete all 6 units equalling 120 credits.

Unit Ref. No	Unit title	Credit
L/507/1270	Human Resource Management	20
R/507/1271	Project Management	20
D/507/1273	Marketing Management and Planning	20
K/507/1275	Financial Accounting	20
T/507/1277	Business Law	20
F/507/1279	Corporate Social Responsibility and Governance	20

ABOUT THE UNITS

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit.

The QCF credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

ENTRY REQUIREMENTS

For entry onto the Level 5 Diploma in Business Management qualification, learner must possess:

- Relevant NQF/QCF Level 4 diploma or equivalent overseas qualification.
- Mature learners (over 21) with relevant work experience
- English: If learner is not from a majority English-speaking country must provide evidence of English language competency.
- Learner must be 18 years or older at the beginning of the course

PROGRESSION

Successful completion of the Level 5 Diploma in Business Management provides the opportunity for a wide range of other academic programmes including progression to Level 6 Diploma in Business Management. The Level 5 Diploma in Business Management has been developed with career progression and professional recognition in mind. This qualification enables learners to top up their qualification with a number of UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and masters/top-up programmes.

DELIVERING THE QUALIFICATIONS

This qualification is delivered 100% online by London School of Planning and Management using its online learning platform

ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the London School of Planning and Management and verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, a learner must have successfully passed all the assessment criteria for that unit.

Unit Specifications

UNIT 01: HUMAN RESOURCE MANAGEMENT

Unit Reference Number	L/507/1270
Unit Title	Human Resource Management
Unit Level	5
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The purpose of this unit is to introduce learners to the theory and practices related to an organisation's human resources. It exposes learners to the components of human resource management (HRM) practices and to the skills of HRM through a range of case studies.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Demonstrate an understanding of the nature and scope of HRM and its importance to the effective management of organisations	1.1	Assess the functions of human resource management in contributing to organisational performance
		1.2	Distinguish between personnel management and human resource management
		1.3	Evaluate the role and responsibilities of line managers in human resource management
2	Describe the pivotal areas of HRM in a range of organisational contexts	2.1	Evaluate the importance for human resource planning in organisations
		2.2	Discuss the stages involved in planning human resource requirements
		2.3	Evaluate the effectiveness of the recruitment and selection techniques
3	Understand how to apply HRM concepts and theories to address business problems and issues.	3.1	Assess the effectiveness of reward management strategies
		3.2	Examine the methods organisations use to monitor employee performance
		3.3	Evaluate the process of job evaluation and other factors determining pay
4	Assess contemporary issues affecting strategic human resource management	4.1	Identify contemporary issues affecting strategic human resource management
		4.2	Analyse contemporary issues affecting strategic human resource management
		4.3	analyse the impact of the legal and regulatory framework on human resource management

Study contents

Topic	Course Coverage
Human resource management function	<i>Personnel management and human resource management:</i> development of personnel management; change in contexts leading to human resource management tasks (selection, recruitment, payroll administration, employee motivation, reward management, employment termination); training and development; performance management (planning, monitoring, recording) employee relations; working in partnership with functional areas; involvement of line managers

	Learning Outcome 1
Different perspectives of human resource management	‘Soft’ and ‘hard’ human resource management, models of Guest and Storey, differences between HRM and IR and personnel practices; strategic approaches to HRM Learning Outcome 2
Performance management Health and safety legislation	The role, purpose and types of appraisal, 360 degree feedback, the skills of carrying out appraisals and giving feedback, the link of appraisals to reward management <i>Counselling and employee welfare:</i> the traditional welfare function – occupational health practices and policies, the management of ill health at work, costs and absenteeism, accidents at work (statistics), ergonomics, alcohol and drug abuse, HIV and AIDS, stress and stress management, workplace counselling Health and Safety at Work Act (1974) and the role of the Health and Safety Commission, European Community Directives e.g. Working Time Regulations (1998), Fair Work Act (2009) <i>Other topical issues:</i> e-recruitment, e-learning, flexible benefits, work-life balance, employee voice, changes to pension schemes Learning Outcome 3,4
Employee motivation and reward management	<i>Motivation:</i> theories of motivation e.g. F Taylor, E Mayo, A Maslow, F Herzberg, D McGregor, D McClelland, V Vroom; relationship between motivation theories and reward; employee involvement techniques; membership of work groups board, works councils, quality circles, intra-organisational groups (transnational, national, site specific); devolved authority and responsibility; open communications; organisational culture <i>Reward management:</i> job evaluation; factors determining pay, reward systems; pay; performance-related pay; pension schemes; profit sharing; employee share options; Learning Outcome 3, 4
Employment Legislation	<i>Employment legislation:</i> Sex Discrimination Act 1975; Equality Act 2010; European Working Time Directive; Employment Relations Act 1999;; Data Protection Act 1998; Employment Rights (Dispute Resolution) Act 1998; Role of Employment Tribunals Learning Outcome 1, 4

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Marchington, M. and Wilkinson, A. (2008), *People Management and Development: Human Resource Management at Work*, CIPD, London,

Redman, T. and Wilkinson, A. (2009), *Contemporary Human Resource Management: Text and Cases*, 3rd, Pearson: Financial Times Press, Harlow, UK,

UNIT 02: PROJECT MANAGEMENT

Unit Reference Number	R/507/1271
Unit Title	Project Management
Unit Level	5
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The aim of this unit is to provide the learner with understanding and skills relating to project management principles, methodologies, tools and techniques that are used in business.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Plan the requirements for a project and estimate the resources necessary for its completion	1.1	Identify projects required from an appraisal of business objectives
		1.2	Produce project sub-divisions and high-level estimates of time,
		1.3	Evaluate a project methodology suitable for the specific project
		1.4	Assess the feasibility of a proposed project
2	Devise an appropriate plan to manage a project using relevant project management tools and models	2.1	Devise a structure for the management and execution of the project
		2.2	Define the roles and responsibilities of the project manager and team members
		2.3	Prepare a detailed project plan
3	Examine and explain how the project will be monitored and controlled during the process of its completion	3.1	Assess suitable project team structures
		3.2	Design quality management processes to be used in a project
		3.3	Design procedures for managing project change proposals
		3.4	Design systems for monitoring and appraising the status of a project
4	Identify and apply project management techniques and skills to a project application	4.1	Design control systems to manage challenges arising during the execution of projects
		4.2	Identify issues and risks likely to be encountered in the final stages of a project.
		4.3	Assess the necessary project tasks to be completed in the final stages of a project

Study contents

Topic	Course Coverage
Project initiation, methodology and feasibility	Analysing business needs, reviewing operations and procedures, alternative project cost-benefit analyses, project sub-division: work breakdown, identifying time scales, identifying resources, project budgeting, reporting and accountability Review of appropriate models for project management e.g. traditional approach, PRINCE2, critical change approach or event change approach Identifying risk, impact analysis, risk management/planning, review cost-

	benefit and risk equation for projects. Learning Outcome 1, 2
Project management framework and plan	Traditional approach, critical change approach, event change approach or proprietary/ formalised approaches e.g. PRINCE Role of Project Manager: managing team and stakeholders, setting schedule, budget and timing, developing the project plan, managing project risks, interfaces with other projects Value proposition, accountability, deliverables, responsibilities, resource allocations, timeline, milestones, critical path Learning Outcome 2, 3
Monitoring and control	Status and plan documentation and regular monitoring meetings, defining responsibilities and accountability, communications, traceability and audit trails, formalized frameworks and stages Project creep, gaps in the scope or accountability of the project, delays, planning errors, other resource deficits Role of Project Manager and Sponsor, constructive vs. destructive conflicts, compromise, skill complementarities, goal congruence Learning Outcome 2, 3
Project evaluation and closure	Lack of ownership, communication failures, lack of employee empowerment, formal evaluation of project and team performance, document learning points for future, assess success factors, post-implementation report, sign off on deliverables, hand over/archive documentation, contract closures, closing out financial accounts, reassign team Learning Outcome 3, 4

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework- Case study based Project Management Report	3000 words

Indicative Reading list

Burke R, (2006) *Project Management, Planning and Control Techniques*, 5th edition, Wiley

Lock D, (2007) *Project Management*, 9th edition, Gower

UNIT 03: MARKETING MANAGEMENT AND PLANNING

Unit Reference Number	D/507/1273
Unit Title	Marketing Management and Planning
Unit Level	5
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit aims to give learners a detailed understanding of the marketing planning process and to apply these principles to a variety of business contexts. It also enables learners to develop a thorough understanding of how a comprehensive environmental analysis can lead to the development of appropriate objectives and strategies to enhance operational marketing performance.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of marketing and its role in business practice	1.1	Evaluate the role of marketing in an organisation
		1.2	Analyse the relationship between corporate strategy and marketing strategy
		1.3	Assess how marketing strategy is developed
2	Evaluate approaches to marketing analysis	2.1	Evaluate approaches to internal environmental analysis
		2.2	Evaluate approaches to external environmental analysis
		2.3	Explain how internal and external analyses can be integrated to devise strategic alternatives
3	Analyse strategic marketing decisions and choices	3.1	Analyse decisions and choices to be made at a corporate level
		3.2	Assess how these decisions influence marketing at business unit and functional level
		3.3	Analyse approaches to competitive positioning of businesses
4	Assess how marketing strategies can contribute to competitive advantage	4.1	Identify a range of strategies that can contribute to competitive advantage
		4.2	Analyse marketing communications strategies
		4.3	Analyse marketing strategies, their application and implementation for an organisation

Study contents

Topic	Course Coverage
Role of marketing strategy	Marketing strategy, its role in the organisation and how it underpins marketing planning and activities, resources and implementation and monitoring, control
Corporate strategy and marketing strategy	Corporate strategy, linking marketing strategy to corporate mission and vision, meeting corporate objectives with marketing strategy, corporate social responsibility, marketing Analysis of the environment, setting objectives, dynamic strategy – flexibility for change Learning Outcome 1
Strategic marketing	Internal analysis - approaches; Resource-based, performance, value

analysis	<p>chain, Macro environment, micro environment, competitor analysis. Wider external factors, fit between external and internal environment</p> <p>Customer Analysis - buyer behaviour in consumer and organisational markets, critical success factor analysis, links with segmentation, targeting and positioning</p> <p>Learning Outcome 2</p>
Strategic marketing choices and decisions	<p>Directional strategy for marketing, Porter's generic strategies / Ansoff's Matrix, identifying generic strategies for organisation and business units, corporate strategies and business functions: finance, human resources, research</p> <p>Marketing objectives, risk, market leader, market challenger, market follower, market niche, developing an appropriate mix, strategic decisions within the mix, product range management and branding, supply chain management, implications of relationship marketing, strategic marketing communication; MARCOMS strategic process, the role of Public Relations</p> <p>Learning Outcome 1,2, 3</p>
Monitoring, evaluation and control	<p>Cost decisions, frequency, operations and measurement, international communications, implementation, organisation and control, managing competitive advantage and monitoring, applicability for organisation and environment, resources, implementation, management, implications</p> <p>Learning Outcome 3, 4</p>

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Aaker, D.A. and Mc Loughlin, D. (2010) *Strategic market management- global perspective*, John Wiley & Sons Ltd, UK

West, D, Ford, J. and Ibrahim, E. (2010) *Strategic marketing: creating competitive advantage*, 2nd edition, Oxford University Press.

UNIT 04: FINANCIAL ACCOUNTING

Unit Reference Number	K/507/1275
Unit Title	Financial Accounting
Unit Level	5
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The unit develops the skills needed to prepare Financial Statements which comply with legal and regulatory requirements for a variety of organisations using a range of techniques

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Evaluate accounting concepts and conventions.	1.1	Identify the purpose and aims of financial and management accounting and accounting regulations
		1.2	Evaluate the different users of accounting and financial information.
		1.3	Identify and evaluate the main types of business and accounting information.
2	Preparation of financial statements for sole traders, partnerships and limited firms from ledger accounts and Incomplete Records	2.1	Prepare books of original entry.
		2.2	Prepare trial balance information to enter to final accounts.
		2.3	Adjustments for book keeping and final accounts.
		2.4	Construct final accounts including cash flow statements.
3	Evaluate financial performance	3.1	Calculate various financial ratios
		3.2	Categorise financial ratios
		3.3	Interpret and evaluate financial performance using ratios
4	Develop an understanding of the UK Regulatory Framework	4.1	Understand UK regulatory framework
		4.2	Evaluate international regulations and their value to UK firms.

Study contents

Topic	Course Coverage
Evaluation of accounting concepts and conventions.	Aims and purpose: Describe the role and function of accounting concepts, Stakeholder; Sole traders; partnerships; limited companies. Learning Outcome 1, 2
Preparation of financial statements for sole traders, partnerships and limited firms from ledger accounts and Incomplete Records	Books of original entry: book-keeping entries and adjustments; two and three column cash books, control accounts and accruals and prepayments and on international equivalents under the International Accounting Standards (IAS). Trial balance preparation. Final Accounts: Statement of Financial Performance (Income Statement), Statement of Financial Position and Cash flow statement. Learning Outcome 1, 2

Evaluation of financial performance	Ratios: Profitability, Liquidity, Efficiency, Investors and Gearing. Learning Outcome 2, 3
The UK Regulatory Framework	UK and international legal and regulatory frameworks. Standards and principles, such as: Statements of Standard Accounting Practice (SSAPs); Financial Reporting Standards (FRSs), and International Accounting Standards (IASs). Learning Outcome 4

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

McLaney, E., Atrill, P. (2010) *Accounting: An Introduction, 5th edition*. Financial Times Prentice Hall

Wood F & Sangster A, (2011) *Business Accounting, 12th edition*, FT Prentice Hall

Atrill P & McLaney E (2010) *Accounting & Finance for Non-specialists* (10th Edition) Financial Times/ Prentice Hall.

UNIT 05: BUSINESS LAW

Unit Reference Number	T/507/1277
Unit Title	Business Law
Unit Level	5
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The unit aims to develop learners understanding of the concepts and principles of business law and the ability to apply them to practical situations.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Demonstrate an understanding of types of laws, legal systems, contracts law of the UK and reflect on international businesses.	1.1	Evaluate the types of Law
		1.2	Evaluate the contract laws. The EU and UK law and how a business will function as a result of both.
		1.3	Understand the intellectual property rights governing trademarks and brand names
2	Apply the main concepts and principles of consumer & company law to given situations	2.1	Explain and analyse trade description.
		2.2	Evaluate consumer protection agency and the rights of consumers.
		2.3	Assess consumer safety laws and the need to act in accordance.
		2.4	Understand the formation and constitution of a company.
3	Evaluate employment and consumer law	3.1	Evaluate the nature of a company. From directors through to members of staff.
		3.2	Evaluate the management and administration of a company.
		3.3	Analyse employment laws to bring understanding to termination or contracts.
		3.4	Evaluate Agency Law.
4	Understand competition and the right to compete in the UK	4.1	Evaluate laws governing competition. To include all dimension of competitive market to no competition in cases of monopolies.
		4.2	Assess the needs for mergers and acquisitions and market domination.

Study contents

Topic	Course Coverage
Understand types of law, contracts law of the UK and reflect on international businesses.	Types: Statutory law, common law and equity including cases; principles; remedies; common law remedy of damages; court practice; courting system; burden of proof Types of business organisations and basic Acts and Regulations that govern them. Contracts: Offers, invitation to treat, acceptance, intention to create legal relations, considerations, terms and representations vitiating factors. Discharge and breach of contracts. International trades and

	exchange rates. Terms; conditions; warranties; innominate terms; contractual terms; exclusion clauses; duress and undue influences; misrepresentation; discharge and breach of contract; Cases. Learning Outcome 1
Principles of consumer & company law	Consumer: aw affect business and their consumer: Sales of goods, supply service and product liability (Consumer remedies and defective goods). Consumer credit and agency. Forms of consumer credit agreements; consumer credit licences; Company: Legal entities (main differences between a traditional partnership and a limited liability partnership (LLP), which is governed primarily by the Limited Liability Partnership Act 2000, and the Limited Liability Partnership Regulations 2001 which detail the rights of members of the LLP. Separate Corporate Identity; Companies Act 2006, Companies finances. Learning Outcome 2
Evaluation of employment and Agency Law	Employment: Contracts of service and contracts for service; implied duties of employers. Discharge of contracts. Employee contracts; independent contractors; original and multiple tests; vicarious liability; termination of contracts; 6 implied common laws governing employers and employee relations. Agency: Principals and agents their rights and duties; creation and terminations of agency relationships; types of agents and authority; rights and duty of an agent; express and implied agreement; different categories of agents; commercial agents; Cases Learning Outcome 3
Types of competition and the right to compete in the UK	Monopolies, mergers and anti-competitive practices. Property rights and exemptions. Dominant positions; fair trades; protection of trade marks. Invention protection; copy rights; patents; trademark and names; infringement of intellectual properties. Learning Outcome 4

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Jones, L. (2011) *Introduction to Business Law*, Oxford

Macintyre, E, (2011) *Essentials of Business Law*, Longmans

Kelly, D, Hayward, R, Hammer, R & Hendy, J, (2011) *Business Law*, London: Routledge

UNIT 06: CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE

Unit Reference Number	F/507/1279
Unit Title	Corporate Social Responsibility and Governance
Unit Level	5
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The unit aims to provide learners with a broad understanding of the roles and requirements for businesses to embed ethics and incorporate social responsibility. It provides learners with an understanding of the issues surrounding corporate social responsibility and ethics from national and international perspectives. Significant emphasis is placed on the role that corporate governance plays in ensuring accountability to the owners and other stakeholders in the firm.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Demonstrate an understanding of the different perspectives on ethics and its relevance to business	1.1	Explain the background and development of ethical approaches
		1.2	Compare and contrast absolute and relative ethics
		1.3	Explain the ethical issues which can affect the operational activities of a business
		1.4	Evaluate the implications for a business and its stakeholders to operate ethically
2	Interpret the importance of the roles of directors, investors and other stakeholders in ensuring transparency and credibility in company reporting practices	2.1	Assess the potential conflicts which may arise between the needs and expectations of different stakeholders
		2.2	Analyse the impact of CSR on the supply chain
		2.3	report on how the business could improve the ethics of their operations whilst meeting objectives and ensuring good employer/employee relationships
3	Understand the issues which inform company reporting and their impact on society	3.1	explain how business objectives are affected by ethical considerations
		3.2	Describe the regulatory framework for CSR
4	Evaluate ethical dimensions of businesses and the impact of CSR strategies on businesses	4.1	research a current ethical issue affecting a selected business
		4.2	Assess the potential impact of changes in CSR on business performance
		4.3	Recommend changes to CSR policy to benefit different stakeholders

Study contents

Topic	Course Coverage
Perspectives on ethics and CSR	Ethical perspectives: deontological and teleological ethical theory; developments from these early approaches e.g. utilitarianism and other consequential approaches; early contributions of Kant and Mill; absolute and relative ethics; Institute of Business Ethics Operational activities: definitions of business ethics; ethical activities; values of businesses; professional ethics Ethical issues: corporate

	governance; corporate social responsibility; environment; sustainability; human rights; corruption; trading fairly; legal and regulatory compliance; business practices; working conditions; individual ethical responsibilities Learning Outcome 1
CSR objectives and stakeholders	Objectives: corporate governance; corporate social responsibility; environment; sustainability; human rights; corruption; trading fairly; legal and regulatory compliance; business practices; communicating ethical code Stakeholders: stakeholders (owners, employees, customers, suppliers, competitors, citizens); conflicts of interest between stakeholder groups e.g. shareholders versus environmentalists Implications: adapting business behaviour; responding to ethical pressures; implementing ethical practices; influence of stakeholders and pressure groups; impact on competitiveness; reputation; public image; ethical trade; value added; complying with relevant legislation and codes of practice e.g. UK law, EU law; UN Declaration on Human Rights; UN Global Compact; economic activity e.g. location Learning Outcome 2, 3, 4
Current ethical issues facing businesses	<i>Issues:</i> corporate social responsibility; globalisation; cultural imperialism; ecology; environment; fair trade; corruption; animal testing; child labour; carbon footprint; sources of timber; outsourcing; personal attitudes; whistle blowing; contribution of business to the community; ethics in sales and marketing; ethics in intellectual property e.g. software piracy, counterfeiting, peer-to-peer file sharing Learning Outcome 1, 3
Corporate governance	Stakeholder-expectation and factors influencing stakeholder-purposes. Corporate governance. Ownership vs. management. Governance chain: typical reporting structures. Stakeholders of large organization. Conflict of expectations. Stakeholder mapping. Power-interest matrix. Power dynamics in organizations. Business ethics and corporate social responsibility (CSR). Types of ethical stances. Internal and External analysis of CSR. Public Interest Disclosure Act (1998) Learning Outcome 2, 4

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Griseri, P. & Seppala, N. (2010) *Business Ethics and Corporate Social Responsibility*, CENGAGE Learning Business Press.