



# **QualCert Level 5 Extended Diploma in Business Management**

**Version 1.0 September 2024**

**QualCert Qualification number: QC19006**

***Qualification Specification***

## Table of Contents

<b>About QualCert</b> .....	3
<b>Course Overview</b> .....	4
<b>Qualification Framework</b> .....	6
<b>Assessment Processes</b> .....	6
<b>Entry Requirements</b> .....	6
<b>Qualification Structure</b> .....	7
<b>Centre Requirements</b> .....	8
<b>Support for Candidate</b> .....	9
<b>Assessments Requirements</b> .....	9
<b>Units – Learning Outcomes &amp; Assessment Criteria</b> .....	11
Unit 01 – Principles of Business Management.....	11
Unit 02 – Leadership and Organisational Behaviour .....	13
Unit 03 – Strategic Human Resource Management.....	15
Unit 04 – Financial Management and Budgeting .....	17
Unit 05 – Marketing Management and Consumer Behaviour .....	19
Unit 06 – Business Communication and Professional Development.....	21
Unit 07 – Principles of Business Management.....	23
Unit 08 – Entrepreneurship and Business Innovation .....	25
Unit 09 – Business Law and Corporate Ethics.....	27
Unit 10 – Strategic Planning and Business Decision Making.....	29

## ***About QualCert***

QualCert is a globally recognized awarding body based in the United Kingdom, renowned for its commitment to excellence in Quality Assurance (QA) and Quality Control (QC) education and training. Specializing in delivering high-quality qualifications, QualCert addresses the evolving needs of international learners, professionals, and industries seeking expertise in QA and QC.

Dedicated to fostering innovative and flexible learning pathways, QualCert provides learners with the skills, knowledge, and practical competencies required to excel in dynamic quality-focused professional environments. The organization adheres to international qualification frameworks and standards, ensuring its certifications are globally recognized and highly applicable across diverse sectors.

The vision of QualCert is to establish itself as a global benchmark in quality education and skills development within Quality Assurance and Quality Control. Its mission is to equip individuals and organizations with internationally recognized qualifications that enhance employability, professional productivity, and career progression in QA/QC disciplines.

## Course Overview

The QualCert Level 5 Extended Diploma in Business Management is an advanced qualification designed to develop the strategic, operational, and leadership capabilities required to manage modern business organizations effectively.

This programme focuses on:

- Advanced business strategy and operations
- Strategic human resource and financial management
- Leadership, organizational behavior, and change management

At Level 5, the emphasis shifts from basic understanding to critical analysis, evaluation, strategic decision-making, and complex problem-solving within business contexts.

Learners will gain exposure to:

- Formulating and evaluating corporate strategies
- Analyzing financial data to drive business decisions
- Managing large-scale business projects and mitigating risks
- Developing high-level marketing and operational strategies

This qualification acts as a foundation pathway into:

- Senior management and leadership roles
- Entrepreneurial and business consulting ventures
- Final-year undergraduate degree programmes (Top-up degrees)

### Course Aims

The qualification aims to:

- Provide comprehensive knowledge of advanced business management principles.
- Develop critical thinking and strategic decision-making skills required in management environments.
- Promote effective leadership, team management, and organizational change practices.
- Prepare learners for higher-level managerial roles or further academic study at Level 6.

### Learning Objectives

Upon completion, learners will be able to:

- Critically evaluate micro and macro-environmental factors impacting business strategy.
- Analyze financial information to support organizational resource allocation.

- Formulate comprehensive marketing and human resource strategies.
- Design, manage, and evaluate complex business projects.
- Assess organizational behavior to implement effective change management initiatives.

### **Target Audience**

This qualification is designed for:

- Current managers seeking formal recognition and advanced knowledge.
- Individuals with a Level 4 qualification looking to progress in their business education.
- Aspiring leaders aiming to transition into strategic management roles.

## Qualification Framework

Qualification Title	QualCert Level 5 Extended Diploma in Business Management
Qualification Duration	18 to 24 months
Grading Type	Pass / Fail
Competency Evaluation	Coursework / Assignments / Evidence Based

## Assessment Processes

Stage	Details
Internal Assessment and Verification	<ul style="list-style-type: none"><li>• Conducted by staff at the Approved Training Centre (ATC) to ensure qualification standards are met.</li><li>• Internal Quality Assurance (IQA) by designated centre staff to maintain assessment integrity.</li></ul>
External Quality Assurance	<ul style="list-style-type: none"><li>• Overseen by QualCert verifiers who periodically review assessment and IQA procedures.</li><li>• Ensures adherence to standards and consistency across all ATCs.</li></ul>

## Entry Requirements

**Age:** 18+

**Education:** A Level 4 qualification or equivalent, Intermediate, A-Levels, or an equivalent international qualification

**English Competency:** Good English communication and writing skills

## Qualification Structure

The QualCert Level 5 Extended Diploma in Business Management comprises 240 credits, with a Total Qualification Time (TQT) of 2400 hours, including 1200 Guided Learning Hours (GLH).

Mandatory Units				
Unit Ref No	Unit Name	Credits	GLH	TQT
QC19006-1	Principles of Business Management	24	120	240
QC19006-2	Leadership and Organisational Behaviour	24	120	240
QC19006-3	Strategic Human Resource Management	24	120	240
QC19006-4	Financial Management and Budgeting	24	120	240
QC19006-5	Marketing Management and Consumer Behaviour	24	120	240
QC19006-6	Business Communication and Professional Development	24	120	240
QC19006-7	Principles of Business Management	24	120	240
QC19006-8	Entrepreneurship and Business Innovation	24	120	240
QC19006-9	Business Law and Corporate Ethics	24	120	240
QC19006-10	Strategic Planning and Business Decision Making	24	120	240

## **Centre Requirements**

Centres delivering the QualCert Level 5 Extended Diploma in Business Management must uphold high standards to ensure quality learning, assessment integrity, and successful learner outcomes. Centres are required to provide qualified staff, appropriate facilities, and access to the necessary resources to deliver advanced pharmaceutical training. Meeting these requirements ensures learners receive a professional, engaging, and internationally recognised educational experience.

### **Qualified and Competent Teaching Staff**

- Employ instructors with advanced qualifications and professional experience in pharmaceutical technology, quality assurance, or related fields
- Ensure staff maintain up-to-date knowledge of manufacturing practices, regulatory standards, and quality systems
- Provide ongoing professional development and training to teaching staff to maintain excellence in delivery

### **Adequate Learning Facilities and Resources**

- Provide modern classrooms, laboratories, or online learning platforms to support interactive and practical learning
- Ensure access to up-to-date pharmaceutical reference materials, case studies, and digital tools
- Maintain safe and inclusive environments suitable for laboratory work, research, and practical exercises

### **Robust Assessment and Quality Assurance Systems**

- Implement clear and consistent assessment policies aligned with qualification standards
- Maintain internal quality assurance processes to monitor teaching, assessment, and learner performance
- Regularly review assessment methods to ensure relevance and alignment with industry best practices

### **Comprehensive Learner Support**

- Provide academic guidance, technical assistance, and pastoral care to support learner success
- Ensure accessibility for learners with disabilities or specific learning needs through reasonable adjustments

- Maintain effective communication channels for feedback, queries, and learner support

### **Compliance with Regulatory, Health, and Safety Standards**

- Adhere to legal, ethical, and health and safety regulations in all teaching and practical activities
- Keep accurate learner records, attendance, and assessment documentation
- Follow data protection and confidentiality protocols to safeguard learner information

## ***Support for Candidate***

### **Supporting Materials for Candidates**

- Enable tracking of learners' progress toward achieving specified learning outcomes and assessment criteria.
- Provide clear guidance on accessing QualCert policies and procedures.
- Establish robust mechanisms for Internal and External Quality Assurance personnel to verify and authenticate evidence efficiently.

## ***Assessments Requirements***

This qualification consists of 10 mandatory assignments designed to assess the learner's understanding and practical application of the required skills and knowledge. The key elements of the assessment framework include:

- **Comprehensive Assignment Structure:**  
The assignments are designed to cover a range of topics within the qualification, ensuring that learners demonstrate their competence across all essential areas.
- **Pass Requirement:**  
Learners must successfully complete all 6 assignments to meet the requirements for certification. Each assignment must meet the specified criteria and demonstrate sufficient understanding and application of the subject matter.
- **Assessment Process:**  
Each assignment is reviewed and marked by a qualified assessor, with feedback provided to support learner development.
- **Final Completion Criteria:**  
The successful completion of all assignments is necessary for certification. Only

learners who meet the required standards across all assignments will be awarded the qualification.

### **Quality Assurance & Verification:**

QualCert applies a rigorous, multi-layered quality assurance system to ensure the reliability, consistency, and integrity of all assessments and results.

#### **1. Internal Quality Assurance (IQA)**

Conducted by the approved training centre:

- **Assignment Evaluation:**  
Centre-approved Assessors and Internal Quality Assurers (IQAs) review the assignments to ensure they meet the assessment criteria and learning outcomes.
- **Standardisation:**  
Regular standardisation sessions are held to maintain consistency in assessment and marking practices across all centre staff.
- **Feedback & Support:**  
IQAs ensure that learners receive constructive feedback to aid their progress and improve future submissions.

#### **2. External Quality Assurance (EQA)**

Conducted by QualCert:

- **Independent Verification:**  
QualCert's External Quality Assurers (EQAs) verify the completed assignments and assess the quality and fairness of the marking process.
- **Centre Audits:**  
EQAs audit the centre's compliance with QualCert's quality assurance standards, reviewing assessment practices, learner records, and overall delivery.
- **Final Certification:**  
After satisfying the EQA's verification process, QualCert will officially issue the certification to the learner.

## Units – Learning Outcomes & Assessment Criteria

### Unit 01 – Principles of Business Management

#### *Learning outcome*

*The learner will:*

#### *Assessment criterion*

*The learner can:*

**01. Critically evaluate management theories that managers pretend to use.**

1.1 Analyze Taylor's Scientific Management and why treating people like cogs makes them cry.  
 1.2 Evaluate Fayol's 14 principles using a company that currently violates all 14.  
 1.3 Assess the validity of "synergy" as an actual concept versus a meaningless buzzword.  
 1.4 Critically review a modern management fad that will inevitably be abandoned in six months.  
 1.5 Formulate a management strategy that entirely avoids the phrase "paradigm shift."

**02. Analyze the macro-environment using tools that sound like diseases (PESTLE).**

2.1 Critically assess political factors, including the CEO's golf handicap.  
 2.2 Evaluate the economic impact of employees spending 40% of their day online shopping.  
 2.3 Analyze socio-cultural trends, specifically the mandatory integration of Gen Z slang in corporate emails.  
 2.4 Assess technological advancements that the IT department won't let you use anyway.  
 2.5 Formulate a PESTLE analysis without using Wikipedia as your primary source.

**03. Evaluate organizational structures and why nobody knows who their boss is.**

3.1 Analyze matrix structures and the psychological damage of having three different managers.

	<p>3.2 Evaluate the span of control when the line manager is permanently "Out of Office."</p> <p>3.3 Critically review flat organizations and the illusion of equality.</p> <p>3.4 Assess the impact of departmental silos on passive-aggressive email chains.</p> <p>3.5 Propose a structural reorganization that just changes job titles without fixing anything.</p>
<p><b>04. Assess the role of stakeholders and how to keep them mildly satisfied.</b></p>	<p>4.1 Critically identify key stakeholders who actually read the 200-page annual report.</p> <p>4.2 Evaluate Mendelow's Matrix for deciding which stakeholders to safely ignore.</p> <p>4.3 Analyze the conflicting interests between shareholders wanting yachts and employees wanting free coffee.</p> <p>4.4 Assess strategies for delivering bad financial news using cheerful PowerPoint animations.</p> <p>4.5 Formulate a stakeholder engagement plan that consists entirely of free pastries.</p>

## Unit 02 – Leadership and Organisational Behaviour

### *Learning outcome*

*The learner will:*

### *Assessment criterion*

*The learner can:*

<p><b>01 Analyze leadership styles and their correlation to team trauma.</b></p>	<p>1.1 Evaluate autocratic leadership through the lens of micromanagement trauma.</p> <p>1.2 Critically assess laissez-faire leadership and the art of professional ghosting.</p> <p>1.3 Analyze transformational leadership without using the word "visionary."</p> <p>1.4 Evaluate the impact of "servant leadership" when the leader still takes all the credit.</p> <p>1.5 Formulate a leadership approach that doesn't rely on mandatory trust falls.</p>
<p><b>02 Evaluate organizational culture and why the ping-pong table isn't helping.</b></p>	<p>2.1 Critically analyze Schein's Iceberg model to find where the actual toxicity is hidden.</p> <p>2.2 Assess the effectiveness of "Pizza Fridays" in offsetting a 60-hour work week.</p> <p>2.3 Evaluate the psychological impact of mandatory fun events on employee morale.</p> <p>2.4 Analyze cultural clashes during a corporate merger where neither side wants to be there.</p> <p>2.5 Propose a cultural shift that goes beyond adding beanbag chairs to the breakroom.</p>
<p><b>03 Assess motivational theories in an era of quiet quitting.</b></p>	<p>3.1 Evaluate Maslow's Hierarchy when the company barely provides the physiological need for a living wage.</p> <p>3.2 Critically analyze Herzberg's two-factor theory regarding the removal of the good office coffee.</p> <p>3.3 Assess Vroom's Expectancy Theory when the year-end bonus is a \$10 gift</p>

	<p>card.</p> <p>3.4 Evaluate intrinsic motivation for employees tasked with mindless data entry.</p> <p>3.5 Formulate a motivational strategy that involves actual money instead of "exposure."</p>
<p><b>04 Analyze group dynamics and the horror of group projects.</b></p>	<p>4.1 Critically assess Tuckman's stages, focusing on why teams stay in "Storming" forever.</p> <p>4.2 Evaluate the phenomenon of social loafing and the one person doing 90% of the work.</p> <p>4.3 Analyze the impact of Belbin's team roles when everyone wants to be the "Idea Person" and no one wants to do the paperwork.</p> <p>4.4 Assess strategies for surviving meetings that could have been emails.</p> <p>4.5 Formulate a conflict resolution plan for disputes over the office thermostat.</p>

## Unit 03 – Strategic Human Resource Management

### *Learning outcome*

#### *The learner will:*

### *Assessment criterion*

#### *The learner can:*

<p><b>01 Evaluate HR strategies for pretending humans are "resources."</b></p>	<p>1.1 Critically analyze the alignment of HR strategy with the CEO's daily mood swings.</p> <p>1.2 Evaluate workforce planning when turnover resembles a revolving door.</p> <p>1.3 Assess the strategic value of calling employees "family" while denying annual leave.</p> <p>1.4 Critically review the shift from "Personnel" to "Human Capital Management."</p> <p>1.5 Formulate an HR strategy that legally prevents people from microwaving fish in the breakroom.</p>
<p><b>02 Analyze talent acquisition in a market where everyone is lying on LinkedIn.</b></p>	<p>2.1 Evaluate the effectiveness of asking "What's your biggest weakness?" in 2026.</p> <p>2.2 Critically assess the ROI of posting job descriptions with entry-level pay and CEO-level requirements.</p> <p>2.3 Analyze onboarding processes that consist of handing out a broken laptop and a generic mug.</p> <p>2.4 Evaluate strategies for headhunting candidates who are happily ignoring your messages.</p> <p>2.5 Design an assessment center that doesn't resemble the Hunger Games.</p>
<p><b>03 Assess performance management and the dread of annual appraisals.</b></p>	<p>3.1 Critically evaluate 360-degree feedback and the subsequent destruction of workplace friendships.</p> <p>3.2 Analyze the use of KPIs to measure things that are entirely immeasurable.</p> <p>3.3 Assess the psychological impact of being rated a "Meets Expectations" (3 out of 5).</p> <p>3.4 Evaluate the effectiveness of PIPs (Performance Improvement Plans) as a polite, highly documented way to fire someone.</p>

	3.5 Formulate an appraisal system where people don't cry in the bathroom afterward.
<p><b>04 Evaluate employee relations and the art of avoiding lawsuits.</b></p>	<p>4.1 Critically analyze employment law compliance when "common sense" spectacularly fails.</p> <p>4.2 Assess the role of trade unions in negotiating better biscuits for the breakroom.</p> <p>4.3 Evaluate grievance procedures and the magical filing cabinet where complaints disappear.</p> <p>4.4 Analyze strategies for maintaining employee engagement while actively cutting benefits.</p> <p>4.5 Formulate a disciplinary policy for people who "Reply All" to company-wide emails.</p>

## Unit 04 – Financial Management and Budgeting

### *Learning outcome*

#### *The learner will:*

### *Assessment criterion*

#### *The learner can:*

<p><b>01 Analyze financial statements to figure out where the money went.</b></p>	<p>1.1 Critically evaluate the Balance Sheet to locate the hidden "miscellaneous" expenses.</p> <p>1.2 Analyze the Income Statement to understand why the company is "profitable" but entirely broke.</p> <p>1.3 Assess Cash Flow statements because profit is an opinion, but cash is a harsh reality.</p> <p>1.4 Evaluate creative accounting practices that walk the very fine line of legality.</p> <p>1.5 Formulate a financial report that uses confusing, colorful charts to hide a massive deficit.</p>
<p><b>02 Evaluate budgeting processes and the art of making up numbers.</b></p>	<p>2.1 Critically assess zero-based budgeting and the exhaustion of justifying buying pens.</p> <p>2.2 Analyze variance reports to explain why the department spent the entire annual budget by March.</p> <p>2.3 Evaluate the psychological warfare of "use it or lose it" departmental budgets.</p> <p>2.4 Assess the effectiveness of capital budgets for projects that will inevitably be cancelled.</p> <p>2.5 Formulate a departmental budget with enough padding to survive the inevitable 20% executive cut.</p>
<p><b>03 Assess investment appraisal techniques with varying degrees of optimism.</b></p>	<p>3.1 Critically evaluate Net Present Value (NPV) using a discount rate pulled out of thin air.</p> <p>3.2 Analyze Payback Period to determine if you'll be retired before the new software pays for itself.</p> <p>3.3 Assess the Internal Rate of Return (IRR) specifically to confuse non-financial stakeholders.</p>

	<p>3.4 Evaluate the sunk cost fallacy in relation to the CEO's failing pet project.</p> <p>3.5 Formulate a business case that mathematically makes a terrible idea look financially viable.</p>
<p><b>04 Evaluate financial risk and how to panic professionally.</b></p>	<p>4.1 Critically analyze liquidity risks when your largest clients refuse to pay their invoices.</p> <p>4.2 Assess the impact of exchange rates on buying imported coffee for the executive suite.</p> <p>4.3 Evaluate gearing ratios to see just how deeply in debt the organization truly is.</p> <p>4.4 Analyze the financial implications of ignoring a highly critical audit report.</p> <p>4.5 Formulate a risk mitigation strategy that essentially blames macroeconomic factors and the interns.</p>

## Unit 05 – Marketing Management and Consumer Behaviour

### *Learning outcome*

*The learner will:*

### *Assessment criterion*

*The learner can:*

**01 Evaluate marketing strategies for selling things people don't need.**

1.1 Critically analyze the 7Ps of marketing, paying special attention to the 8th P: "Panic."  
 1.2 Assess the effectiveness of rebranding a terrible product with a slightly darker shade of blue.  
 1.3 Evaluate market segmentation to figure out which demographic has the lowest critical thinking skills.  
 1.4 Analyze competitive advantage when your product is functionally identical to the competition.  
 1.5 Formulate a marketing strategy utilizing influencers who can't pronounce your brand name.

**02 Analyze consumer behavior and irrational purchasing decisions.**

2.1 Critically evaluate the buyer decision process for a \$500 smart toaster that requires Wi-Fi.  
 2.2 Assess the impact of cognitive dissonance when a customer realizes they bought a subscription they can't cancel.  
 2.3 Analyze psychological triggers that make people buy things at 2 AM on a Tuesday.  
 2.4 Evaluate the influence of peer pressure disguised as "social proof" and fake reviews.  
 2.5 Formulate a campaign targeting consumers' deep-seated existential dread.

**03 Assess digital marketing and the dark arts of algorithms.**

3.1 Critically evaluate SEO strategies for burying negative press on page 2 of Google.  
 3.2 Analyze the ROI of a viral TikTok dance performed by the awkward 50-year-old marketing director.  
 3.3 Assess the ethics of retargeting ads that follow users around the internet like a digital stalker.

	<p>3.4 Evaluate email marketing metrics, specifically the speed at which users hit "unsubscribe."</p> <p>3.5 Formulate a social media crisis management plan for an accidentally offensive corporate tweet.</p>
<p><b>04 Evaluate market research and how to manipulate data to support your biases.</b></p>	<p>4.1 Critically analyze primary research consisting of asking five friends if they like your idea.</p> <p>4.2 Assess the validity of focus groups where participants only showed up for the free sandwiches.</p> <p>4.3 Evaluate quantitative data to find a spurious correlation that supports your requested budget.</p> <p>4.4 Analyze the dangers of ignoring market research because "Steve Jobs didn't use it."</p> <p>4.5 Formulate a survey designed with leading questions to guarantee a 100% customer satisfaction rate.</p>

## Unit 06 – Business Communication and Professional Development

### *Learning outcome*

#### *The learner will:*

### *Assessment criterion*

#### *The learner can:*

<p><b>01 Evaluate written communication and the weaponization of email.</b></p>	<p>1.1 Critically analyze the deeply threatening hidden meanings behind "Per my last email."            1.2 Assess the effectiveness of formatting to ensure no one actually reads the mandatory policy update.            1.3 Evaluate the psychological warfare of sending a message with a "Read Receipt" request.            1.4 Analyze the structural integrity of a 4,000-word memo that could have been a single bullet point.            1.5 Formulate a perfectly passive-aggressive out-of-office autoreply.</p>
<p><b>02 Analyze verbal communication and the survival of meetings.</b></p>	<p>2.1 Critically evaluate active listening techniques when you are entirely zoned out.            2.2 Assess presentation skills for delivering terrible quarterly results with a massive smile.            2.3 Analyze the power dynamics of interrupting people during a congested Zoom call.            2.4 Evaluate the effectiveness of corporate jargon (e.g., "circle back," "bandwidth") to sound smart without saying anything.            2.5 Formulate a strategy to elegantly exit a conversation with the office conversational hostage-taker.</p>
<p><b>03 Assess non-verbal communication and the art of looking busy.</b></p>	<p>3.1 Critically evaluate body language that conveys "do not talk to me before I've had coffee."            3.2 Analyze the professional implications of wearing sweatpants off-camera during a video call.</p>

	<p>3.3 Assess the power of the "slow nod" in feigning comprehension during complex technical briefings.</p> <p>3.4 Evaluate the spatial dynamics of aggressively claiming the best desk in a hot-desking environment.</p> <p>3.5 Formulate a micro-expression control strategy for when the boss suggests a terrible idea.</p>
<p><b>04 Evaluate professional development and the illusion of upward mobility.</b></p>	<p>4.1 Critically analyze the creation of a Personal Development Plan (PDP) that will sit in a drawer for a year.</p> <p>4.2 Assess the ROI of attending a 3-day networking conference strictly for the hotel buffet.</p> <p>4.3 Evaluate the impact of finding a mentor who actually remembers your name.</p> <p>4.4 Analyze the subtle art of updating your LinkedIn profile to signal you are quietly looking for a new job.</p> <p>4.5 Formulate a self-reflection log that paints your epic, costly failures as "valuable learning opportunities."</p>

## Unit 07 – Principles of Business Management

<b>Learning outcome</b> <b>The learner will:</b>	<b>Assessment criterion</b> <b>The learner can:</b>
<b>01 Evaluate the delegation of work to people who already have too much to do.</b>	1.1 Critically analyze the art of "managing up" to make your boss do your work. 1.2 Assess the effectiveness of dumping tasks on interns under the guise of "valuable experience." 1.3 Evaluate the strategic use of weaponized incompetence to avoid being given extra duties. 1.4 Analyze the breakdown of accountability in a RACI matrix where everyone is just marked as "Informed." 1.5 Formulate a delegation strategy that entirely absolves you of blame when the project fails.
<b>02 Analyze operational efficiency and the myth of multitasking.</b>	2.1 Critically evaluate Lean Management principles applied to an office that is already critically understaffed. 2.2 Assess Six Sigma methodologies for reducing defects in the office gossip mill. 2.3 Analyze bottleneck theory when the bottleneck is explicitly the CEO's unchecked inbox. 2.4 Evaluate the productivity lost by implementing a mandatory new productivity software. 2.5 Formulate an operational workflow that consists entirely of workarounds for the actual workflow.
<b>03 Assess decision-making models when you just want to go to lunch.</b>	3.1 Critically analyze rational decision-making versus "doing whatever we did last time." 3.2 Evaluate the use of heuristics (guessing) in high-stakes strategic choices.

	<p>3.3 Analyze the phenomenon of analysis paralysis when choosing the venue for the team dinner.</p> <p>3.4 Assess the strategy of delaying a decision until the problem magically resolves itself or explodes.</p> <p>3.5 Formulate a decision matrix that mathematically proves your pre-existing bias.</p>
<p><b>04 Evaluate corporate social responsibility (CSR) for PR purposes.</b></p>	<p>4.1 Critically analyze greenwashing strategies that cost more than actual environmental compliance.</p> <p>4.2 Assess the impact of "mandatory voluntary" community service on a Saturday.</p> <p>4.3 Evaluate the authenticity of changing the corporate logo colors for one month versus year-round policies.</p> <p>4.4 Analyze the philanthropic ROI of donating the company's highly defective products to charity.</p> <p>4.5 Formulate a CSR report that heavily features stock photos of smiling people pointing at trees.</p>

## Unit 08 – Entrepreneurship and Business Innovation

<b>Learning outcome</b> <b>The learner will:</b>	<b>Assessment criterion</b> <b>The learner can:</b>
<p><b>01 Evaluate the entrepreneurial mindset and the delusion of grandeur.</b></p>	<p>1.1 Critically analyze the difference between a "disruptive visionary" and someone who just hates having a boss.</p> <p>1.2 Assess the risk appetite required to max out three credit cards for a half-baked app idea.</p> <p>1.3 Evaluate the psychological resilience needed to live in your parents' basement at age 35 while calling yourself a CEO.</p> <p>1.4 Analyze the "hustle culture" myth of working 100-hour weeks for zero pay and a lot of stress.</p> <p>1.5 Formulate a founder origin story that heavily exaggerates your humble beginnings in a garage.</p>
<p><b>02 Analyze innovation strategies for reinventing the wheel.</b></p>	<p>2.1 Critically evaluate "Blue Ocean Strategy" when your idea is literally just "Uber, but for Hamsters."</p> <p>2.2 Assess the process of design thinking to solve a problem that absolutely nobody actually has.</p> <p>2.3 Analyze the concept of minimal viable product (MVP) as an excuse to launch completely broken software.</p> <p>2.4 Evaluate intrapreneurship strategies for getting fired for going rogue inside a large, rigid corporation.</p> <p>2.5 Formulate a pitch deck filled with exponential hockey-stick graphs that have no axis labels.</p>
<p><b>03 Assess startup financing and the art of begging for money.</b></p>	<p>3.1 Critically analyze bootstrapping strategies, officially known as "eating ramen noodles for a year."</p>

	<p>3.2 Evaluate angel investors and the stamina required to pretend you value their terrible advice.</p> <p>3.3 Assess the venture capital ecosystem and the necessity of using the word "unicorn" unironically.</p> <p>3.4 Analyze crowdfunding campaigns and the logistical nightmare of mailing 5,000 t-shirts to backers.</p> <p>3.5 Formulate an exit strategy for when you realize you accidentally built a real, boring business.</p>
<p><b>04 Evaluate business planning for a future that is entirely unpredictable.</b></p>	<p>4.1 Critically analyze the Business Model Canvas as an excellent way to avoid writing an actual business plan.</p> <p>4.2 Assess the formulation of 5-year financial projections that are classified as pure science fiction.</p> <p>4.3 Evaluate market entry strategies for an industry already dominated by three massive, litigious monopolies.</p> <p>4.4 Analyze pivot strategies for when the target market completely and violently rejects your brilliant idea.</p> <p>4.5 Formulate a contingency plan for when the technical co-founder runs off with the intellectual property.</p>

## Unit 09 – Business Law and Corporate Ethics

<b>Learning outcome</b> <b>The learner will:</b>	<b>Assessment criterion</b> <b>The learner can:</b>
<p><b>01 Evaluate contract law and the fine print nobody reads.</b></p>	<p>1.1 Critically analyze the elements of a valid contract and how to subtly insert a devastating loophole.</p> <p>1.2 Assess the concept of "force majeure" to get out of delivering work because it rained heavily.</p> <p>1.3 Evaluate the enforceability of a strict non-compete clause for a minimum-wage junior data entry clerk.</p> <p>1.4 Analyze breach of contract remedies when you realize the opposing party has vastly better lawyers.</p> <p>1.5 Formulate Terms and Conditions designed specifically to exhaust and confuse the average consumer.</p>
<p><b>02 Analyze company law and the shield of limited liability.</b></p>	<p>2.1 Critically evaluate the process of incorporation to avoid personal responsibility for your terrible business ideas.</p> <p>2.2 Assess the duties of a company director, specifically the fiduciary duty to not immediately embezzle funds.</p> <p>2.3 Analyze shareholder rights and the legal frameworks for completely ignoring minority investors.</p> <p>2.4 Evaluate the procedures for corporate insolvency when the VC money inevitably runs out.</p> <p>2.5 Formulate a corporate governance structure that looks highly compliant on paper but does absolutely nothing in practice.</p>
<p><b>03 Assess intellectual property law and the art of "borrowing" ideas.</b></p>	<p>3.1 Critically analyze copyright law when using uncredited internet memes in external corporate presentations.</p>

	<p>3.2 Evaluate trademark registration to prevent competitors from using your highly generic, uncreative brand name.</p> <p>3.3 Assess patent law and the strategy of patenting something incredibly obvious just in case it makes money.</p> <p>3.4 Analyze the protection of trade secrets, such as the fact that your proprietary AI software is actually just interns in a back room.</p> <p>3.5 Formulate a cease-and-desist letter that sounds utterly terrifying but has zero actual legal standing.</p>
<p><b>04 Evaluate corporate ethics and the flexible nature of morality.</b></p>	<p>4.1 Critically analyze utilitarianism in business: sacrificing one employee's sanity for the good of the Q3 profit margins.</p> <p>4.2 Assess the ethics of whistleblowing and the subsequent mysterious, permanent disappearance of your career prospects.</p> <p>4.3 Evaluate anti-bribery legislation and the highly creative use of "overseas consultancy fees."</p> <p>4.4 Analyze ethical dilemmas, such as finding out your supplier uses terrible labor practices but offers a really great volume discount.</p> <p>4.5 Formulate a Code of Ethics that perfectly, beautifully contradicts the actual day-to-day operations of the business.</p>

## Unit 10 – Strategic Planning and Business Decision Making

<b>Learning outcome</b> <b>The learner will:</b>	<b>Assessment criterion</b> <b>The learner can:</b>
<b>01 Evaluate strategic intent and the creation of meaningless mission statements.</b>	1.1 Critically analyze vision statements to ensure they contain at least three buzzwords (e.g., "synergistic paradigm optimization"). 1.2 Assess the formulation of core values that are immediately abandoned the second there is a minor financial crisis. 1.3 Evaluate the alignment of corporate goals with the CEO's overwhelming desire to be on the cover of Forbes. 1.4 Analyze the strategy formulation process during a highly expensive two-day executive retreat at a luxury spa. 1.5 Formulate a strategic objective that is entirely unmeasurable so that you can never technically fail.
<b>02 Analyze strategic tools and drawing boxes on whiteboards.</b>	2.1 Critically evaluate the SWOT analysis and the executive tendency to list "being too awesome" as a weakness. 2.2 Assess the BCG Matrix to determine which department is the "Dog" that needs to be taken to the farm upstate. 2.3 Analyze Porter's Five Forces only to realize your industry is terrifying and you should probably liquidate. 2.4 Evaluate the Ansoff Matrix for deciding whether to fail spectacularly in existing markets or entirely new ones. 2.5 Formulate a strategic roadmap that looks beautiful but ends abruptly and inexplicably in Q3 of next year.
<b>03 Assess strategic implementation and the reality of middle management resistance.</b>	3.1 Critically analyze the strategy-to-execution gap caused by the fact that literally nobody read the 80-page strategy document.

	<p>3.2 Evaluate resource allocation when the marketing team already blew the annual budget on an extravagant launch party.</p> <p>3.3 Assess the use of Balanced Scorecards to overwhelm employees with 45 conflicting KPIs.</p> <p>3.4 Analyze the role of communication in desperately convincing staff that the new strategy isn't just a mass layoff exercise.</p> <p>3.5 Formulate an implementation plan that relies entirely on a sudden miracle or market anomaly.</p>
<p><b>04 Evaluate strategic evaluation and the art of moving the goalposts.</b></p>	<p>4.1 Critically analyze strategic control mechanisms to detect failure slightly before the board of directors does.</p> <p>4.2 Assess the quiet, desperate adjustment of targets at year-end to ensure executives still get their bonuses.</p> <p>4.3 Evaluate contingency planning for when the primary strategy spectacularly and publicly implodes.</p> <p>4.4 Analyze the process of conducting a post-mortem project review while aggressively and professionally dodging all blame.</p> <p>4.5 Formulate a strategic review report that brilliantly spins a 20% loss as a "strategic, long-term investment in market learning."</p>





QualCert, the leading UK-based awarding body dedicated to providing a diverse range of technical and professional qualifications in the fields of occupational health and safety, quality control/quality assurance, civil/electrical/mechanical technology, ISO standards (Lead Auditors), and management courses.

At QualCert, we are committed to empowering individuals and organizations with the knowledge and skills necessary to excel in their respective industries. Whether you're looking to enhance your expertise in health and safety practices, quality management systems, or engineering technologies, our comprehensive suite of certifications caters to a wide spectrum of career paths and professional development goals.

**QualCert**

Unit 11b 12 Deer Park Road,  
London, England,  
SW19 3TL  
+44 7766 729279  
info@qualcerts.co.uk  
www.qualcerts.co.uk

-  [facebook.com/QUALCert.UK.Ltd](https://facebook.com/QUALCert.UK.Ltd)
-  [instagram.com/qualcertsuk](https://instagram.com/qualcertsuk)
-  [linkedin.com/company/qualcert-uk-ltd](https://linkedin.com/company/qualcert-uk-ltd)
-  [youtube.com/@QualCert](https://youtube.com/@QualCert)
-  [pinterest.co.uk/qualcertsuk](https://pinterest.co.uk/qualcertsuk)
-  [medium.com/@qualcert](https://medium.com/@qualcert)