



**Richmond College**  
Advanced Education



## **Qualification Specification for :**

Level 4 Diploma in Entrepreneurship  
603/4238/9



+ 44 7476 268672



[www.richmondcollege.co.uk](http://www.richmondcollege.co.uk)



[admissions@richmondcollege.co.uk](mailto:admissions@richmondcollege.co.uk)



England: 124 City Road, London, EC1V 2NX

Canada: 7030 Woodbine Avenue, Markham, ON, Canada L3R 6G2



**QUALIFI**

SUCCESS THROUGH LEARNING  
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## QUALIFI Level 4 Diploma in Entrepreneurship

The Level 4 Diploma in Entrepreneurship provides an introduction to the main facets and operations of organisations. It introduces the challenges faced by modern day businesses. The qualification focuses on developing understanding, skills and abilities to equip the Learner with the awareness and aptitudes to be an effective entrepreneur, organisational manager and leader.

The qualification is made up of 10 units. All units are mandatory and required by learners for the Level 4 Diploma in Entrepreneurship.

| Unit Reference | Mandatory Units                    | Level | TQT | Credits | GLH |
|----------------|------------------------------------|-------|-----|---------|-----|
| ENT1.1         | Managing Business Operations       | 4     | 120 | 12      | 60  |
| ENT1.2         | Business Environment               | 4     | 120 | 12      | 60  |
| ENT1.3         | Personal Effectiveness             | 4     | 120 | 12      | 60  |
| ENT1.4         | The Entrepreneurial Manager        | 4     | 120 | 12      | 60  |
| ENT1.5         | Business Planning and Goal Setting | 4     | 120 | 12      | 60  |
| ENT1.6         | The Manager's Toolkit              | 4     | 120 | 12      | 60  |
| ENT1.7         | Managing and Using Finance         | 4     | 120 | 12      | 60  |
| ENT1.8         | Managing and Using Marketing       | 4     | 120 | 12      | 60  |
| ENT1.9         | Psychology of Entrepreneurship     | 4     | 120 | 12      | 60  |
| ENT1.10        | Innovation and Creativity          | 4     | 120 | 12      | 60  |

## Appendix 1: Unit Descriptors

### QUALIFI Level 4 Diploma in Entrepreneurship

#### ENT1.1: Managing Business Operations

Unit code: R/617/4961

RQF level: 4

#### Unit Aims

This unit aims to introduce learners to key aspects of all businesses and how they operate within the wider business environment as well as internally.

Learners will gain knowledge and understanding of key business functions and their importance to business success.

#### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:   |
|---|---|
| 1. Understand the key features of a business environment.                   | 1.1 Describe the different types of organisations found in the public and private sectors in a named country.<br>1.2 Explain the different structures within the businesses in the named country and suggest reasons for the variation.<br>1.3 Describe how the local, national and global economic environment impacts on a particular named business. |
| 2. Understand the key principles of accounting for business.                | 2.1 Explain the importance of accounting for business success.<br>2.2 Present and interpret accounting information using profit and loss accounts.  |
| 3. Know the principles of managing and leading teams in organisations.      | 3.1 Describe the stages of team development.<br>3.2 Carry out a Belbin analysis to determine own and others' roles within a team.<br>3.3 Describe different types of leadership styles.   |
| 4. Know the role of the Human Resources department.                         | 4.1 Describe the different functions carried out by the Human Resources department in a business.<br>4.2 Outline key features of employment legislation.  |
| 5. Understand the importance of customer service to organisational success. | 5.1 Assess the impact of customer service on business success.<br>5.2 Explain the benefits of customer profiling to a business.   |

## Indicative Content

1: Understand the key features of a business environment.

- The business environment
- Ownership and objectives
- Structure
- Economic environment and impacts
- Other external influences

2: Know the key principles of accounting for business.

- Reasons for accounting
- Budgets
- Profit and loss
- Cash flow
- Basic ratios

3: Understand the principles of managing and leading teams in organisations.

- Team development
- Team roles
- Leadership styles

4: Know the role of the Human Resources department.

- The HR department
- recruitment, selection employment legislation

5: Understand the importance of customer service to organisational success

- Importance
- Types of customers
- Skills required
- Selling skills

## Suggested reading list

Slack, N, Brandon-Jones, A. & Johnston, R. (2016) *Operations Management*. 8<sup>th</sup> ed. Pearson Education  
Slack, N., Brandon-Jones, A., Johnston, R. & Betts, A. (2015) *Operations and Process Management: principles and practice for strategic impact*. 4<sup>th</sup> ed. Pearson Education  
Jones, P. & Robinson, P. (2012) *Operations Management*. Oxford University Press

## ENT1.2: Business Environment

Unit code: Y/617/4962

RQF level: 4

### Unit Aims

This unit aims to develop the learner's knowledge of the business environment and its impact on organisations. This includes factors that shape the internal environment and other external influences. Using this knowledge, learners will be able to develop approaches for managing change.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome   | Assessment Criteria- The Learner can:  |
|--|--|
| 1. Understand the macro-environment and its impact on an organisation.   | 1.1 Demonstrate competence in using known frameworks for the analysis of the macro-environment.<br>1.2 Discuss influences stemming from an organisation's macro-environment.   |
| 2. Understand the micro-environment and industry forces that impact an organisation in the 21st century.                                       | 2.1 Describe models for assessing the forces affecting an organisation's micro-environment.<br>2.2 Apply known models to specific business case studies to perform micro-environment analysis.<br>2.3 Understand the relevance of micro-environment analysis models with current business environment. |
| 3. Understand the factors that shape the internal environment of an organisation and discuss how they give competitive advantage to companies. | 3.1 Demonstrate an understanding for the importance of an organisation's mission, structure and culture in shaping a company's operations.<br>3.2 Determine factors shaping a company's internal environment.<br>3.3 Explain the importance of aligning a company's internal and external environment. |
| 4. Compare different approaches adopted by organisations for absorbing change imposed by the external environment.                             | 4.1 Identify and discuss a number of approaches available to organisations when dealing with change.<br>4.2 Assess the suitability of each approach in dealing with different change scenarios.  |
| 5. Explore internal strategies for responding to globalisation.  | 5.1 Explain different elements of globalisation and their impact to modern businesses.<br>5.2 Assess different businesses responses to globalisation.  |

### Indicative Content

1. Understand the macro-environment and assess its impact on an organisation.
  - Framework for analysis of macro-environment
  - Influence over the Macro-environment
  - Socio-cultural Influences - impact of Social Media
  - Pressure Groups and Consumer Groups
  
2. Understand the micro-environment and critically assess the industry forces that impact an organisation in the 21st century.
  - Porter's Five Forces model
  - Applying Porter's Five Forces analysis
  - Validity of Porter's Five Forces in current environment
  - Industry rivalry
  
3. Understand the factors that shape the internal environment of an organisation and discuss how they give competitive advantage to companies.
  - Organisational mission
  - Organisational structure
  - Organisation culture
  - Leadership style and management power
  - Skills and knowledge/Core competencies
  - Matching the internal and external environment
  
4. Be able to compare different approaches adopted by organisations for absorbing change imposed by the external environment.
  - Change
  - Innovation
  - Continuous change
  - Learning organisation
  - Business transformation
  
5. Be able to explore internal strategies for responding to globalization.
  - Globalisation elements
  - Internal responses to globalisation
  - Global organisational structure
  - Global sourcing, production and distribution
  - Global marketing

### **Suggested reading list**

Britton, C & Worthington, I (2015) *The Business Environment*. 7<sup>th</sup> ed. Pearson Education  
 Mullins, L.J. (2016) *Management and Organisational Behaviour*. 11<sup>th</sup> ed. Pearson Education  
 Hartley, B & palmer, A (2009) *The Business Environment*. 6<sup>th</sup> ed, McGraw-Hill

## ENT1.3: Personal Effectiveness

Unit code: D/617/4963

RQF level: 4

### Unit Aims

This unit explores the skills of different approaches to learning and examines the significance of time management. It investigates the skills managers need to develop to solve problems and to make decisions, as well as discussing the issue of management stress.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:  |
|---|--|
| 1. Understand learning styles and analyse which learning approaches are most effective. | 1.1 Describe key characteristics of different learning approaches.<br>1.2 Analyse your own learning and determine which learning style you use.                                |
| 2. Know how to plan time for maximum effectiveness and prioritisation of workload.      | 2.1 Identify the importance of effective time management.<br>2.2 Describe the principles of time management.<br>2.3 Explain the value of delegation of tasks for managers.     |
| 3. Know how to set appropriate goals for effective decision making.                     | 3.1 Describe the purpose of setting goals.<br>3.2 Examine the process of establishing SMART objectives.<br>3.3 Compare different decision-making styles in a business context. |
| 4. Understand styles and perspectives that can be used for problem solving.             | 4.1 Explain the need for creativity in solving business problems.<br>4.2 Analyse approaches and techniques for solving a problem.  |
| 5. Develop strategies for managing stress.  | 5.1 Describe the causes and effects of stress for individuals working in organisations.<br>5.2 Compare different techniques for handling stress with the Workplace.            |

## Indicative Content

1. Understand learning style and analyse which learning approaches are most effective.
  - Developing self-awareness
  - Learning styles – activist learner, reflective learner, theoretical learner, pragmatist learner
  - SWOT analysis
2. Know how to plan time for maximum effectiveness and prioritisation of workload.
  - Time management
  - Analysis of established methods
  - Performance objectives
  - Calendar time segments
  - Prioritising tasks and demanding workloads
  - Time thieves
  - Dealing with paperwork and administration
  - Delegation, Procrastination and indecision
  - Making time
3. Know how to set appropriate goals for effective decision making.
  - Goal setting and decision making
  - Professional and personal goals
  - Manageable and realistic steps
  - Types of decision makers
  - Team decisions and styles
  - Decision-making cycle
4. Understand styles and perspectives that can be used for problem solving.
  - Creative problem solving
  - Importance of creativity
  - Mental approaches – right- and left-hand side brain functions;
  - Brainstorming
  - Pareto's Law
  - Mind mapping
  - de Bono – six thinking hats, six action shoes
5. Be able to develop strategies for managing stress.
  - Causes of stress
  - Effects of stress – fight or flight, physiological responses
  - Stress and pressure/ Personal and professional stress

### **Suggested reading list**

Covey, S. (1990) *The Seven Habits of Highly Effective People*. Fireside Book

Hattie, J. & Yates, G. (2014) *Visible Learning and the Science of How We Learn*. Routledge

Watson, G. & Reissner, S. (2014) *Developing Skills for Business Leadership*. 2<sup>nd</sup> ed. CIPD

## ENT1.4: The Entrepreneurial Manager

Unit code: H/617/4964

RQF level: 4

### Unit Aims

This unit aims to identify competing perspectives on the nature of entrepreneurial management as both a function and a process supporting the process of organisational change and development.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:   |
|---|---|
| 1. Understand a range of management styles and approaches which support entrepreneurship in the modern workplace. | 1.1 Discuss the importance of innovation to the entrepreneur.<br>1.2 Describe approaches to innovation and creativity within organisations.<br>1.3 Investigate the nature of different management styles in line with established theories. |
| 2. Assess management styles and approaches.   | 2.1 Describe the nature of functional management.<br>2.2 Explain the concept of management by objectives.   |
| 3. Be able to select appropriate management styles suited to particular organisational situations.                | 3.1 Describe key theories of leadership styles.<br>3.2 Develop an entrepreneurial approach for a specific organisation.   |
| 4. Understand the benefits, disadvantages and risks of group innovation and decision making.                      | 4.1 Consider methods adopted for generating innovative ideas.<br>4.2 Describe the process of decision making within an organisation.<br>4.3 Discuss the impact of conflict on innovative management.  |

### Indicative Content

1. Understand a range of management styles and approaches which support entrepreneurship in the modern workplace.
  - Innovation and the entrepreneur
  - Types of innovation - transformation, radical innovation, incremental innovation
  - Innovation as a core task, organisation-wide process
  - Approaches
  - Intrapreneurship
  - Management styles

2. Know how to assess management styles and approaches.
  - Functional management
  - Action-centred leadership (Adair)
  - Management by objectives
  - Setting objectives at all levels
  - Performance standards
  - Mintzberg's roles
  - Personal development plans
  
3. Be able to select appropriate management styles suited to particular organisational situations.
  - Leadership styles
  - Tannenbaum and Schmidt
  - Developing an entrepreneurial organisation
  - Performance focus
  - Strategic orientation
  - Characteristics of creative organisation
  - Bureaucracy – expertise, administration, hierarchy, empowerment, knowledge sharing
  
4. Understand the benefits, disadvantages and risks of group innovation and decision making.
  - Innovative ideas
  - Idea generation
  - Prioritisation
  - Implementation
  - Decision making
  - Definition of situation, objectives, gather information, analysis, options, evaluation, selection of solution, implementation, monitor
  - Problems
  - Conflict - task conflict, relationship conflict
  - Strategies – competition, collaboration, avoidance, accommodation, compromise

### **Suggested reading list**

Williams, N., Vorley, T. & Williams, C. (2017) *Entrepreneurship and Institutions: the causes and consequences of institutional asymmetry*. Rowman & Littlefield

Down, S (2010) *Enterprise, Entrepreneurship and Small Business*. Sage

Carter, S & Jones-Evans, D. (2012) *Enterprises and Small Business Principles*. Pearson

## ENT1.5: Business Planning and Goal Setting

Unit code: K/617/4965

RQF level: 4

### Unit Aims

This unit aims to identify mechanisms for the setting of organisational goals and their achievement as part of the process of business planning.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome   | Assessment Criteria- The Learner can:  |
|--|--|
| 1 Understand the structure of a business plan.   | 1.1 Identify the key stages in business planning.<br>1.2 Outline the content of a typical business plan.   |
| 2. Know how to carry out appropriate analysis to facilitate the development of strategy for an organisation. | 2.1 Describe the need for analysis of the external environment.<br>2.2 Carry out suitable analysis to provide information for strategy development.  |
| 3. Understand the key concepts central to competitive analysis and developing market strategy.               | 3.1 Explain the process of strategic space or group analysis.<br>3.2 Describe how market research data can be used to set goals.<br>3.3 Carry out an analysis of the internal environment. |
| 4. Understand the role of measuring and monitoring business plan implementation.                             | 4.1 Suggest a range of factors to facilitate strategic choice for implementation.<br>4.2 Describe the importance of measuring, monitoring and control.                                     |

### Indicative Content

1. Understand the structure of a business plan.
  - Business planning
  - Analyse environment
  - Vision, mission, goals and objectives
  - Developing strategy,
  - Creating a business plan
  - Structure of plan – executive summary, company information, market analysis, strategy, marketing and sales, financial issues

2. Know how to carry out appropriate analysis to facilitate the development of strategy for an organisation.
  - PESTLE analysis - political, economic, social-cultural, technological, legal, environmental
  - Porter's five forces analysis - buyers, suppliers, new entrants, substitutes, industry rivalry
  - Extended model – globalization, digitalization, de-regulation, strategic partners
  
3. Understand the key concepts central to competitive analysis and developing market strategy.
  - Strategic space or group analysis
  - Geographical reach
  - Market offerings
  - Branding
  - Quality
  - Market research - definition of problem, data gathering and analysis
  - Ansoff matrix – market penetration, market development, product development, diversification
  
4. Understand the role of measuring and monitoring business plan implementation.
  - Strategic choice - suitability, feasibility, acceptability
  - Growth, customer satisfaction, value, brand awareness Project planning and management
  - Responsibility
  - Accountability
  - Assessment against objectives - evaluation, corrective action and avoiding pitfalls
  - Crisis management, scenario planning, contingency planning

### **Suggested reading list**

Barrow, C., Barrow, P. & Brown, R. (2015) *The Business Plan Workbook*. 8<sup>th</sup> ed. Kogan Page  
 Fleisher, C. & Bensoussan, B. (2015) *Business and Competitive Analysis: effective application of new and classic methods*. 2<sup>nd</sup> ed. Pearson  
 Mullins, L. (2016) *Management and Organisational Behaviour*. 11<sup>th</sup> ed. Pearson

## ENT1.6: The Manager's Toolkit

Unit code: M/617/4966

RQF level: 4

### Unit Aims

This unit provides a selection of the most useful tools used in management and explores some of the uses of each. It aims to provide sufficient information to understand the principles behind each tool and enable them to be used with confidence.

The unit aims to help learners analyse situations within the organisation; develop solutions to organisational problems; evaluate an organisation's position in its operating and competitive environment; and develop elements of an effective organisational strategy.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:  |
|---|--|
| 1. Understand the range of tools used in problem analysis.                              | 1.1 Identify the nature of a problem within a business context.<br>1.2 Describe a range of tools available for analysis.   |
| 2. Know how to use tools and frameworks to assess the macro environment.                | 2.1 Identify main factors influencing the macro environment of a business.<br>2.2 Carry out PESTLE analysis of the macro environment of a business.<br>2.3 Identify strengths, weaknesses, opportunities and threats from SWOT analysis. |
| 3. Understand the competitive forces in the micro environment.                          | 3.1 Identify main factors influencing the micro environment of a business.<br>3.2 Describe the components of a competitive force's framework.<br>3.3 Assess Porter's generic forces.   |
| 4. Understand the distinguishing features of other tools used to develop strategies.    | 4.1 Identify other key strategic development tools.<br>4.2 Describe role played by core competencies in strategic development.<br>4.3 Compare and contrast a range of strategic development tools.                                       |
| 5. Identify the tools necessary for successful implementation of strategic initiatives. | 5.1 Describe the process of enacting change.<br>5.2 Identify key project planning processes.<br>5.3 Suggest measures for evaluating effectiveness of implementation.   |

## Indicative Content

1. Understand the range of tools used in problem analysis.
  - Definition of problem – SCAT
  - Problem/outcome switching
  - Tally chart, Pareto chart, weighted analysis and customer satisfaction
  - Brainstorming – divergent and convergent thinking
  - Cause and effect diagrams
  - Histograms
  - Correlation – scatter diagrams
2. Know how to use tools and frameworks to assess the macro environment.
  - The macro environment
  - Strategy building process
  - PESTLE analysis – Political, Economic, Socio-cultural, Technological, Legal, Environmental
  - SWOT analysis - Strengths, Weaknesses, Opportunities, Threats
3. Understand the competitive forces in the micro environment.
  - The micro environment
  - Competitive forces framework
  - Porter's generic strategies – differentiation, cost leadership, focus
4. Understand the distinguishing features of core competencies.
  - Prahalad and Hamel – core competencies
  - Ohmae's Nine Specimen Strategies
  - Value chain analysis
  - Balanced scorecard method
  - Ansoff matrix
  - Portfolio analysis
  - BCG matrix
  - Seven Ss' model
  - Product life cycle
5. Be able to identify the tools necessary for successful implementation of strategic initiatives.
  - Enacting change
  - Critical success factors (CSF)
  - Decision trees
  - Plan implementation
  - Project planning – Gantt charts, delegation, responsibility and accountability, co-ordination

- Measurements – financial, customer and process measures, learning and development
- Financial ratios

### **Suggested reading list**

Clegg, S., Kornberger, M. & Pitsis, T. (2016) *Managing Organizations: an introduction to theory and practice*. 4<sup>th</sup> ed. Sage

Watson, G. & Reissner, S. (2014) *Developing Skills for Business Leadership*. 2<sup>nd</sup> ed. CIPD

Verweire, K. (2014) *Strategy Implementation*. Routledge

## ENT1.7: Managing and Using Finance

Unit code: T/617/4967

RQF level: 4

### Unit Aims

This unit aims to provide an outline of the use and management of finance within an organisation. This includes an introduction to accounting and financial terminology. Learners are also introduced to the basics of financial reporting.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome   | Assessment Criteria- The Learner can:  |
|--|--|
| 1. Understand basic accounting principles.   | 1.1 Explain the fundamental principles of accounting.<br>1.2 Analyse basic accounting rules and standards.             |
| 2. Understand the principle financial statements and the financial terms used within them. | 2.1 Discuss the purpose and contents of financial statements.<br>2.2 Interpret the concept of the accounting equation. |
| 3. Understand the basic principles of costing and different types of cost.                 | 3.1 Explain the purpose of management accounting.<br>3.2 Identify the nature of a range of different costs.            |
| 4. Understand the principles of budgeting.   | 4.1 Explain the purpose of budgeting in financial control.<br>4.2 Discuss the principles of effective budgeting.       |

### Indicative Content

1. Understand basic accounting principles.
  - Business ownership structures
  - Financial accounting vs management accounting
  - Users of financial information
  - Accounting rules
  - SSAP
  - FRS
  - Accounting cycle

2. Understand the principal financial statements and the financial terms used within them.

- Profit and loss account
- Cash flow statement
- Balance sheet
- Concept of depreciation
- Calculations methods for depreciation

3. Understand the basic principles of costing and different types of cost.

- Costs – materials, labour, expenses
- Direct and indirect costs
- Classification of costs
- Absorption costing
- Marginal costing
- Activity-based costing
- Standard costing
- Breakeven analysis

4. Understand the principles of budgeting.

- Budgeting process
- Budget preparation
- Incremental budgeting
- Zero-based budgeting
- Behavioural consequences

### **Suggested reading list**

Bamber, M. & Parry, S. (2014) *Accounting and Finance for managers*. Kogan Page

Atrill, P. & McLaney, E. (2010) *Accounting: an introduction*. 5<sup>th</sup> ed. FT Prentice Hall

Dyson, J. R. (2007) *Accounting for Non-Accounting Students*. 7<sup>th</sup> ed. FT Prentice Hall

## ENT1.8: Managing and Using Marketing

Unit code: A/617/4968

RQF level: 4

### Unit Aims

This unit aims to develop knowledge of marketing as key management tool. This includes understanding the marketing planning process and the role of internal as well as external marketing. Using this knowledge, learners will be able to understand the value of marketing activities to an organisation.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:   |
|---|---|
| 1. Understand what marketing is and assess its importance universally across different sectors.                             | 1.1 Discuss the concept of marketing and explain the existence of different markets.<br>1.2 Describe different markets and explain how marketing practices must adapt to the requirements of different sectors.   |
| 2. Identify the range of methods and tools used for market segmentation, targeting and market positioning.                  | 2.1 Perform market segmentation with the use of a range of tools and explain the needs of each segment.<br>2.2 Provide detailed plans for market positioning and targeting for a range of scenarios and case studies.   |
| 3. Understand how the marketing mix could be configured to achieve different market positioning strategies.                 | 3.1 Show a good understanding of the marketing mix and apply it to position the marketing campaign of businesses in different scenarios.<br>3.2 Demonstrate competence in using portfolio analysis methods for a range of scenarios and case studies.                         |
| 4. Understand the marketing planning process and the role of internal marketing in achieving successful marketing outcomes. | 4.1 Discuss the concept of internal marketing and undertake marketing research.<br>4.2 Analyse the planning process and align it to a detailed marketing strategy with clear marketing objectives.  |
| 5. Discuss the benefits of e-marketing and explain how best you can reach targeted customers using a website.               | 5.1 Explain the benefits of e-marketing for a range of modern organisations.<br>5.2 Discuss the design of a business website in order to make the most of using e-marketing techniques.<br>5.3 Explain the use of technology for successful Customer Relationship Management. |

## Indicative Content

1. Understand what marketing is and assess its importance universally across different sectors.
  - Defining marketing
  - Defining markets
  - Public and Charity Sectors
  - Marketing strategies in different sectors
  - Social marketing
  - Political marketing
2. Be able to identify the range of methods and tools used for market segmentation, targeting and market positioning.
  - The marketing environment
  - Macro environment
  - Micro environment
  - Market segmentation, targeting and positioning
  - Target marketing and benefits
  - The customer decision-making process
  - The diffusion of innovations
  - Customer influences
  - Customer satisfaction
  - Marketing research
3. Understand how the marketing mix could be configured to achieve different market positioning strategies and discuss how organisations arrive at decisions on product portfolio composition.
  - Market positioning strategies
  - The marketing mix
  - Portfolio analysis
4. Understand the marketing planning process and the role of internal marketing in achieving successful marketing outcomes.
  - Internal Marketing
  - Making marketing happen
  - Market research techniques
  - The marketing planning process
  - The marketing audit
  - Marketing objectives and strategies
5. Be able to discuss the benefits of e-marketing and explain how best you can reach targeted customers using your website.
  - E-marketing
  - Website design
  - Customer Relationship Management

### **Suggested reading list**

Hague, P., Hague, N. & Morgan, C. (2004) *Market Research in Practice*. Kogan Page

Jobber, D. (2016) *Principles and Practice of Marketing*. 6<sup>th</sup> ed. McGraw Hill

Blythe, J. (2016) *Essentials of Marketing*. 6<sup>th</sup> ed. FT Prentice Hall

Kotler, P. & Armstrong, G. (2018) *Introduction to Marketing: theory and practice*. 3<sup>rd</sup> ed. Pearson Education

## ENT1.9: Psychology of Entrepreneurship

Unit code: F/617/4969

RQF level: 4

### Unit Aims

This unit aims to introduce the fundamental principles of the science of psychology, relating them to the entrepreneurial perspective of business management.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:   |
|---|---|
| 1. Understand the fundamental principles of psychology.             | 1.1 Describe the basic principles of the psychology of human behaviour.<br>1.2 Examine the relationship between social psychology and entrepreneurship. |
| 2. Understand the processes of learning and behaviour.              | 2.1 Investigate how observation leads to learning.<br>2.2 Examine common types of learning.   |
| 3. Understand how motivation and emotions support entrepreneurship. | 3.1 Describe the influence of emotions on motivation.<br>3.2 Explain how motivation is a driver of entrepreneurial thinking.                            |
| 4. Understand the entrepreneurial personality.                      | 4.1 Consider the psychology of personality.<br>4.2 Describe the effects of personality traits on attitudes and behaviour.                               |

### Indicative Content

1. Understand the fundamental principles of psychology.

- Introduction to psychology
- Psychology in everyday life
- Psychological constructs, cognitive factors (knowledge, intelligence, overconfidence/over-optimism)
- Behaviourism
- Socio-cultural psychology
- Consciousness and knowledge
- Domains of the mind

2. Understand the processes of learning and behaviour.

- Learning by insight and observation
- Observational learning
- Everyday behaviour
- Classical conditioning in advertising
- Rules of thinking
- Learning
- Personality
- Making decisions

3. Understand how motivation and emotions support entrepreneurship.

- Emotions and motivation
- Communicating emotion
- Fundamental motivation
- The power of happiness
- Emotions and competences in communication
- Entrepreneurship concepts – alertness, orientation
- Business planning
- Motivational factors – vision/goals, initiative, passion, positivity

4. Understand entrepreneurial personality.

- Personality as traits
- Situational influences
- Psychodynamic theories
- Perceiving others
- Attitudes and behaviours
- Interacting with others
- Working with others
- Framework for psychology of entrepreneurship
- Entrepreneurial actions
- Action theory – sequence, goals, environmental mapping, planning, monitoring, feedback
- Action structure – four levels of regulation, processing, pressures
- Limits to performance
- Focus – task, social, self

**Suggested reading list**

Mole, K. & Ram, M. (2012) *Perspectives in Entrepreneurship: a critical approach*. Palgrave MacMillan  
 Blundel, R. & Lockett, N. (2010) *Exploring Entrepreneurship*. Oxford University Press  
 Burns, P. (2011) *Entrepreneurship and Small Business: start up, growth and maturity*. 3<sup>rd</sup> ed. Palgrave MacMillan

## ENT1.10: Innovation and Creativity

Unit code: T/617/4970

RQF level: 4

### Unit Aims

This unit describes the role of innovation and creativity for organisations. It considers models used to help understand and recognise their importance, as well as techniques to facilitate their use as part of strategic development.

### Learning Outcomes and Assessment Criteria

On successful completion of this module a student will be able to:

| Learning Outcome  | Assessment Criteria- The Learner can:   |
|---|---|
| 1. Understand theories of creativity and apply them to individuals and teams. | 1.1 Consider relationships between personality types and creative thinking.<br>1.2 Discuss research into how creativity is developed.   |
| 2. Understand the stages of a systematic creative process.                    | 2.1 Identify models of the creative process.<br>2.2 Explain the components of the development of creativity.<br>2.3 Describe key barriers to creativity.                                |
| 3. Understand factors that drive innovation.                                  | 3.1 Discuss factors that promote the need for innovation.<br>3.2 Identify key stages of the innovation process.<br>3.3 Compare and contrast practical models of the innovation process. |
| 4. Know ways that organisations encourage and facilitate innovation.          | 4.1 Describe the place of innovation in organisations.<br>4.2 Summarise methods used by organisations to promote innovative thinking.   |

### Indicative Content

1. Understand theories of creativity and apply them to individuals and teams.
  - Attributes of creativity
  - Encouraging creativity
2. Understand the stages of a systematic creative process.
  - Developing and facilitating creativity
  - Barriers to development of creative skills

3. Understand factors that drive an innovation process.
  - Definitions of innovation
  - Drivers – push, pull
  - Process of innovation – theory and practice
  - Classic view
  - Development funnel
  - Pentathlon framework
  
4. Know ways that organisations encourage and facilitate innovation.
  - Innovative organisations
  - Corporate entrepreneurship
  - Business innovation
  - Organisational management of innovation

#### **Suggested reading list**

Tidd, J. & Bessant, J. (2013) *Managing Innovation*. 5<sup>th</sup> ed. John Wiley  
Christensen, C. (2013) *The Innovator's Dilemma*. Harvard Business Review  
Robinson, K. (2011) *Out of Our Minds: learning to be creative*. Capstone