

QF EHEA 1 st cycle descriptors	SQF domain dimensions Level 6 (BACHELOR)	EQF descriptor Knowledge Level 6 <i>Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles</i>	EQF descriptor Skills Level 6 <i>Advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialized field of work or study</i>	EQF descriptor Autonomy and Responsibility (Wider Competences) Level 6 <i>- Manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts - Take responsibility for managing professional development of individuals and groups</i>
Special feature degree programme		<i>Demonstrate...</i>	<i>Evidence...</i>	<i>Manifest...</i>
<p><i>I. Have demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that, whilst supported by advanced textbooks, includes some aspects that will be informed by knowledge of the forefront of their field of study</i></p>	<p>1. Knowledge and understanding</p>	<p><i>Demonstrate knowledge and understanding of past, current and emergent theories, models and principles in business administration, its sub-disciplines and supporting disciplines.</i></p>	<p><i>Evidence of use of current theories, models and principles in business administration, its sub-disciplines and supporting disciplines.</i></p>	<p><i>Manifest a capacity to apply relevant theories, models and principles related to business administration, its sub-disciplines and supporting disciplines.</i></p>
<p>Subset 1.1</p>	<p>General theories and models in business administration</p>	<p>Demonstrate knowledge of general theories, models and principles in business administration.</p> <p>Demonstrate knowledge of the relative value of general theories and their methods in business administration when compared to one another.</p>	<p>Evidence of application of general theories, models and principles in business administration.</p> <p>Evidence to be able to choose, justify and use applicable theories, models and principles in a given situation.</p> <p>Evidence the ability to compile and compare knowledge and skills of strategy, planning and performance for the development and production of products and/or services in one or more markets.</p>	<p>Manifest how the various functional areas of the organisation depend on and affect each other.</p> <p>Manifest the ability to evaluate and choose relevant theories and models for specific situations.</p> <p>Manifest the ability to apply theory and models of business administration in a range of contexts.</p>

Subset 1.2	Sub-discipline related theories and models in business administration	<p>Demonstrate knowledge of sub-discipline related theories and models within business administration.</p> <p>Demonstrate knowledge of the relative value of general theories and their methods in business administration when compared to one another.</p> <p>Demonstrate knowledge of how theory and principles are translated into action.</p>	<p>Evidence of application of theories and models of the particular sub disciplines</p> <p>Evidence to acquire and develop a mixture of methods and tools which will be required to solve a problem in the sub discipline</p>	<p>Manifest the ability to evaluate and choose relevant sub-discipline theories and models for specific situations and decisions.</p> <p>Manifest the analytical ability within the specialised knowledge of the sub-discipline to use the tools and techniques of the specific discipline as the situation or context requires.</p>
Subset 1.3	Application of supporting disciplines	Demonstrate an understanding of the impact of supporting subjects as applied to business administration.	<p>Evidence of using applied knowledge from supporting subjects.</p> <p>Evidence of taking into account aspects of supporting subjects when considering options for making decisions using general and sub discipline theories and models.</p>	Manifest the acknowledgement of the existence of different viewpoints and perceptions that supporting subjects bring the understanding of business and management subjects in a range of contexts.
Subset 1.4	Global Business	Demonstrate knowledge of how the global economic environment impacts the development of a business.	Evidence an ability to take into account the international dimension of business development.	Manifest an awareness of the opportunities and challenges of globalisation on the firm and society.
<p>II. Can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and have competences typically demonstrated through devising and sustaining arguments and solving problems within their field of study</p>	<p>2.1 Analysis, synthesising and problem identification and solving</p>	<p><i>Demonstrate and understand how to use different theoretical and methodological models in order to identify, analyse, synthesise and suggest solutions to problems within the field of study.</i></p>	<p><i>Evidence of application of suitable theoretical and methodological models in order to identify, analyse, synthesise and suggest solutions to problems within the field of study.</i></p> <p><i>Evidence the ability to gather and interpret relevant data to make informed judgments.</i></p>	<p><i>Manifest a theoretical and methodological foundation and objectively be able to identify, analyse, synthesise and suggest solutions to problems within the field of study.</i></p> <p><i>Manifest an ability to critically gather, evaluate and interpret sources and data that include reflections on ethical, scientific and social issues.</i></p>
Subset 2.1.1	Analysis	<p>Demonstrate an ability to integrate diverse sources of information.</p> <p>Demonstrate analytical approaches related to the stage of study.</p>	<p>Evidence ability to combine information and data from different sources.</p> <p>Evidence the ability to classify information, knowledge, and data appropriate to the stage of study.</p>	<p>Manifest the ability to conduct evaluation of a topic in a sub discipline of business administration.</p> <p>Manifest an ability to make use of information, knowledge, and data in a meaningful way.</p>

Subset 2.1.2	Synthesize	Demonstrate knowledge and understanding of methods used to synthesise knowledge for theory, methods, and practice in business administration or its sub disciplines.	Evidence the ability to be able to summarise information from simple categorization to more complex organisation schema. Evidence the ability to be able to bring diverse sources of information together in a coherent organising system.	Manifest an ability to summarise information and present it back to an audience in an understandable way. Manifest an ability to conduct a literature review or other such review in a way that demonstrates diverse sources of information being brought together in simple or in complex ways, for example, in a classification or in a conceptualization.
Subset 2.1.3	Problem identification and solving	Demonstrate knowledge of the tools and methods for problem identification and solving as related to business administration or in a sub-discipline.	Evidence an ability to identify and solve problems posed in business administration or its sub-disciplines.	Manifest an ability to solve problems independently applying effective cognitive, management and technical knowledge and skills. These problems will become more complex and multidimensional as the student progress in their learning.
Subset 2.1.4	Creativity, entrepreneurship, and innovation	Demonstrate a knowledge of the creative and value-added dimension of business administration or in its sub-disciplines. Demonstrate a knowledge of the processes of innovation in business administration or in its sub-disciplines. Demonstrate a knowledge of a range of entrepreneurial skills and mindsets.	Evidence an ability to think creatively or to practise coming up with solutions to problems or opportunities. Evidence the skills needed to apply the entrepreneurial mindset to add innovation features in products, processes, systems in various contexts, for example, in research and development or in response to a social or environmental change.	Manifest an ability to think creatively in learning and in response to challenges and opportunities in business administration or its sub-disciplines. Manifest an ability to bring innovative solutions in response to challenges or opportunities in business administration or in related sub-disciplines.
Subset 2.1.5	Environmental awareness	Demonstrate knowledge of possible consequences of actions related to sustainability (economic, social, environmental) in doing business Demonstrate an understanding of the importance of acting professionally in terms of social responsibility and corporate social citizenship.	Evidence an ability to act in terms of taking into account sustainable dimensions (economic, social, environmental). Evidence an ability to act professionally, taking into account social responsibility and corporate social citizenship principles.	Manifest the analytical ability to take into account sustainability (economic, social, environmental) when evaluating business impact. Manifest an awareness of the implications of a lack of professionalism in terms of social responsibility and corporate social citizenship and foresee mechanisms of improvement
II. Can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and have competences typically demonstrated through devising and	2.2. Leadership	<i>Demonstrate knowledge of leadership approaches and practices, and motivation of others.</i> <i>Demonstrate knowledge of approaches, concepts, and styles</i>	<i>Evidence of taking the initiative, leading, and motivating others.</i>	<i>Manifest an awareness of how leadership approaches and practices affect a leader's ability to lead and motivate others.</i>

<i>sustaining arguments and solving problems within their field of study</i>		<i>related to leading, influencing, guiding and motivating others.</i>	<i>Evidence the skills to change, inspire, influence, negotiate, and persuade others toward a common goal.</i>	<i>Manifest awareness on how leadership approaches and practices affect others.</i>
Subset 2.2.1	Leading	Demonstrate a knowledge of leadership theories, models and approaches in business administration or its sub-disciplines	Evidence of an ability to take on a leadership role in some activity related to the curriculum in business administration or its sub-disciplines	Manifest the role that leaders can play in a variety of organisations both positively and negatively. Manifest a beginning self-awareness of one's own leadership competencies and ability to lead.
Subset 2.2.2	Strategic thinking	Demonstrate knowledge about how to think about the long-term development of an organisation or enterprise. Demonstrate an understanding of how to define and establish the vision, mission and goals of an organisation or enterprise.	Evidence the ability to assess and analyse situations broadly, establishing the vision, mission and goals, as well as the courses of actions for their effective achievement.	Manifest an ability to think and plan for the long term taking into account emerging trends and consequences for sustainable development and governance. Manifest an ability to change courses of action if necessary if one plan is not working.
Subset 2.2.3.	Strategic planning	Demonstrate knowledge of the different concepts, approaches and models of planning in business administration or in one of its sub-disciplines. Demonstrate an understanding of the differences between strategic and operational goals and management.	Evidence the use of strategic planning tools in business administration or in one of its sub-disciplines. Evidence the ability to link strategic objectives to implementation activities and/or plans in business administration or in one of its sub-disciplines.	Evidence the ability to use strategic planning tools and practices across a range of contexts and between subjects in business administration or its sub-disciplines. Evidence the ability to take into account issues related to governance and sustainable development in strategic planning.
Subset 2.2.4	Equality and Social concerns	Demonstrate a cultural-sensitive awareness of equality, diversity and inclusion rights and responsibilities of organisations and societies.	Evidence an understanding of how equality, diversity and inclusion can impact on business situations.	Manifest an awareness of the impact of a change in equality, diversity and inclusion can have on the development of organisations and/or societies.
III. <i>Have the ability to gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues</i>	3. Decision-Making	<i>Demonstrate knowledge about the main concepts, models and theories related to decision-making, its stages and types.</i> <i>Demonstrate knowledge of problems, opportunities and challenges identification; how to provide viable and</i>	<i>Evidence of understanding and application of models, theories and concepts in the decision making process.</i> <i>Evidence of identifying problems, opportunities and challenges,</i>	<i>Manifest the ability to reflect on and show awareness of risk assessment of the economic as well as societal/environmental responsibility that follows with decision-making.</i> <i>Manifest the responsibility to listen and understand different viewpoints, and cultural norms and use and share</i>

		<i>creative solutions; how to assess risk; implementation keys.</i>	<i>providing viable and creative solutions, and evaluating them.</i> <i>Evidence of developing critical thinking about the implications of decision-making, in terms of risks and responsibility in one of the sub-disciplines of business administration</i>	<i>conflicting and overlapping interests from different stakeholder groups in relation to the organisational purpose(s).</i>
Subset 3.1.	Decision-making concepts	Demonstrate knowledge and understanding of theories and models of decision-making and the decision-making process. Demonstrate knowledge of the governance of decision making.	Evidence of applying decision-making theories and models.	Manifest the ability to argue for, and critically reflect, when selecting an appropriate decision-making model in business administration or in one of its sub-disciplines. Manifest a critical assessment of the most appropriate decision-making theory and style to apply in different situations and contexts.
Subset 3.2.	Informed judgements	Demonstrate an understanding that decision-making occurs with incomplete information and requires judgement.	Evidence the ability to have made judgments with incomplete information and to have seen the consequences of this action.	Manifest an understanding of the limits of information available for decision-making and the ability to make informed judgements under time constraints. Manifest an understanding of informed judgement versus making instinctive decisions under incomplete information.
Subset 3.3.	Business Ethics	Demonstrate knowledge of ethical concepts in society and the field of business. Demonstrate knowledge of regulations on ethics in business and in a sub-discipline.	Evidence the skill or capacity for critical reflection in terms of ethical principles.	Manifest a respect and responsible use of ethical regulations and knowledge in business administration and/or in a sub-discipline.
<i>IV. Can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences</i>	4. Communication, Organising, and Teamwork	<i>Demonstrate knowledge of how to structure and communicate results or ideas (oral, non-verbal, written, digital) with peers as well as with non-experts in the field.</i>	<i>Evidence to apply suitable communication strategies in order to structure and communicate results or ideas (oral, non-verbal, written, digital) with peers as well as with non-experts in the field.</i>	<i>Manifest a responsibility for selecting suitable communication strategies in order to convey results or ideas effectively (oral, non-verbal, written, visual, digital) with peers as well as with non-experts in the field also taking into account the need for transparency and accountability.</i>

Subset 4.1.	Communication, methods and tools	Demonstrate knowledge of how to adapt, deliver and interact with different audiences (written/digital/oral).	Evidence of delivery of a business topic to a target audience. Evidence to adapt and convey communication to different audiences including non-peers. Demonstrate ability to communicate in both a native language and English.	Manifest to autonomously identify, construct and deliver messages to different audiences. Manifest responsibility to choose relevant communication tools relative to the message and audience. Manifest capacity to address objections and questions in a suitable manner. Manifest an ability to be an active listener.
Subset 4.2	Organising Projects	Demonstrate a knowledge of how to organise projects. Demonstrate knowledge of some project management tools for planning, organising, checking progress, and evaluating the results of a project.	Evidence of project organisation appropriate to the stage of study. Evidence of use of appropriate (to situation) project organisation tools, set targets and priorities, evaluate project outcomes, and organise work to meet deadlines.	Manifest responsibility for organisation of projects in different roles. Manifest an ability to take responsibility for organising individual or group projects.
Subset 4.3	Teamwork	Demonstrate a knowledge of how to work in teams. Demonstrate a knowledge of the various components of the practice of team working including an understanding of how to evaluate team and individual outcomes.	Evidence of participation in teams including interdisciplinary ones with a variety of business tasks. Evidence of listening, sharing opinions and respectfully participating in discussion activities, use of feedback, and taking direction in a team environment.	Manifest an ability to identify one's own and others' competences, roles, strengths and weaknesses with respect to teamwork, contribute constructively and respectfully in a structured team across disciplines, and take responsibility for own tasks.
<i>V. Have developed those learning skills that are necessary for them to continue to undertake further study with a high degree of autonomy</i>	5. Lifelong learning and Professional development	<i>Demonstrate knowledge and understanding of learning approaches and methods required for self-directed continuous learning in a variety of formats and settings.</i> <i>Demonstrate understanding of the need to meet professional standards and codes of practice.</i>	<i>Evidence learning skills and appropriate strategies to advance one's own continuous development.</i> <i>Evidence of skills and competences to reflect on practices and codes of practice.</i>	<i>Manifest an ability to design a career path grounded in continuous learning and development.</i> <i>Manifest ability to keep one's knowledge, abilities and competencies up-to-date in a chosen field.</i>
Subset 5.1.	Continuous learning	Demonstrate knowledge and understanding of the need for	Evidence ability to identify suitable range of continuous learning.	Manifest an ability to plan for continuous professional development over an extended timeframe.

		continuous learning relative to own and organisational needs.		
Subset 5.2.	Self-leadership	Demonstrate knowledge and understanding of personal responsibility for professional and personal growth.	Evidence of identifying one's strengths and weaknesses relative to the profession.	Manifest ability to address the need for personal and professional development both in the business discipline and in general.
Subset 5.3.	Professional standards and codes	Demonstrate knowledge and understanding of developments in professional standards and codes in the field or profession of choice.	Evidence of adherence to professional standards and codes.	Manifest capacity and commitment to critically reflect and work on one's own professional standards and expectations.