Level 7 Diploma in Strategic Management (Marketing)

Contents

Entry Requirements

These qualifications are designed for learners who are typically aged 19 and above.

The policy regarding access to our qualifications is that:
- they should be available to everyone who is capable of reaching the required standards
- they should be free from any barriers that restrict access and progression
- there should be equal opportunities for all those wishing to access the qualifications.

Introduction to the Level 7 Qualifications in Strategic Management

These qualifications in Strategic Management have been developed to conform to the requirements of the RQF, to meet the requirements of higher education and employers, to meet the needs of learners and to respond to the needs of our centres.

We provide a flexible route for learners who have already achieved management qualifications at a lower level and for learners who do not have business or management qualifications, but may have qualifications in other areas and/or prior management experience in the work place.

These qualifications are designed to provide:

- opportunities for learners to acquire knowledge and understanding and develop a range of skills, personal qualities and attitudes essential for successful performance in working life
- specialisms that are directly related to learners' current responsibilities or that meet a particular interest and support career development
- opportunities for learners who wish to undertake a full time course of study leading to an Extended Diploma
- learners with the opportunity to acquire a broader range of knowledge and understanding and to develop the skills they require to work in the field of management.

Progression

On successful completion of a Level 7 Qualification in Strategic Management there are a number of progression opportunities.

Learners may progress to:

- a larger qualification at the same level e.g. from a Diploma to an Extended Diploma
- an MBA programme and claim exemptions for some of the units completed
- employment if they are not already in employment.

Level 7 Diploma in Strategic Management

The Level 7 Diploma in Strategic Management is a 60 credit qualification. Learners must complete two of the five core units totalling 30 credits. Learner then select the unendorsed route or one of 4 pathways: Finance, Marketing and Communications, Managing People, International.

Level 7 Diploma in Strategic Management Unendorsed Route

Learners selecting the unendorsed route take at least two of the five core units and two further units from the list below or from the remaining core units.

Core Units

Unit Title	Level	GLH	Credit
Strategic Planning	7	60	15
Finance for Strategic Managers	7	60	15
Research for Strategic Development	7	60	15
Organisational Behaviour	7	60	15
Personal Development for Leadership and Strategic Management	7	60	15

Optional units

Unit Title	Level	GLH	Credit
Strategic Marketing	7	60	15
International Marketing	7	60	15
Corporate Communication Strategies	7	60	15

Unit Specifications

Unit Format
Each unit is presented in a standard format. This format provides guidance on the requirements of the unit for learners, tutors, assessors and external verifiers.

Each unit has the following sections:

Unit Title
The unit title reflects the content of the unit. The title of each unit completed will appear on a learner's statement of results.

Unit Aims
The unit aims section summarises the content of the unit.

Unit Code
Each unit is assigned a unit code that will appear on the qualification certificate

Level
All units and qualifications have a level assigned to them which represents the level of achievement. The level of each unit is informed by the level descriptors.

Credit Value
The credit value is the number of credits that may be awarded to a learner for the successful achievement of the learning outcomes of a unit.

Learning Outcomes
The learning outcomes set out what a learner is expected to know, understand or be able to do as the result of the learning process.

Assessment Criteria
The assessment criteria describe the requirements a learner is expected to meet in order to demonstrate that the learning outcome has been achieved. Command verbs reflect the level of the qualification e.g. at level 6 you would see words such as analyse, evaluate, synthesise.

Strategic Planning	
Unit aims	The aim of this unit is to develop the knowledge, understanding and skills necessary to develop an organisational strategic plan
Unit level	7
Unit code	M/615/2675
GLH	60
Credit value	15
Unit grading structure	Pass/Merit/Distinction
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. This unit cannot be approached from a theoretical perspective with information gathered solely from public sources. In order to achieve the Learning Outcomes for the unit, the learner work must relate their work to a specific organisation. This must be an organisation the learner knows well and ideally it should be an SME. Learners will require guidance in selecting a suitable organisation.

Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	**Merit**	**Distinction**
1. Understand the foundations for developing organisational strategy	1.1 Explain the relationship between mission, vision, strategy and business plans 1.2 Analyse named organisations' mission and vision statements	1M1 Evaluate the impact of a named organisation's vision and mission on its strategy	
2. Understand the external environment affecting organisations	2.1 Explain how external factors affect organisations 2.2 Evaluate how stakeholder expectations influence organisations 2.3 Explain how changes in the external environment affect organisational strategy		2D1 Analyse how external influences affect organisational strategy in a named organisation
3. Be able to review an organisation's strategy and business plans	3.1 Explain the importance of review in the development of organisational strategy and business plans 3.2 Evaluate the tools which can be used to review organisational	3M1 Review the position of an organisation in its current market using appropriate tools	3D1 Analyse the competitive strengths and weaknesses of an organisation's current business strategy and business plans

	strategy and business plans		
4. Be able to develop strategy options for an organisation	4.1 Use modelling tools to develop strategy options for an organisation 4.2 Develop criteria for reviewing the potential strategy options	4M1 Apply the criteria and evaluate the options as the basis for delivering the strategic direction of the organisation	
5. Understand how to create a strategic plan to meet business objectives	5.1 Explain the structure of a plan needed to deliver a strategy 5.2 Explain how stakeholders are involved in the formulation of the plan 5.3 Produce a dissemination process to ensure stakeholders are informed and committed to the plan	5M1 Create monitoring systems to ensure the successful implementation of a strategic plan	5D1 Construct a strategic plan for a named organisation

Indicative Content

1. **Understand the foundations for developing organisational strategy**

   - Explanations of organisational vision, mission, strategy and business plans; the differences and the interface between them
   - Core organisational values e.g. ethical, environmental, client centred; cultural diversity; drivers e.g. business growth; profit; market share; workforce expectation
   - Objectives and measures: SMARTER (specific, measurable, achievable, realistic, time-based, evaluate, re-evaluate) objectives; stakeholder involvement

2. **Understand the external environment affecting organisations**

   - External factors: needs and expectations of stakeholders e.g. customer groups, shareholders, suppliers and sub-contractors, the workforce and the community
   - The success and direction of competitors and changes in the market sector as a whole in the short and long term e.g. product design; political changes and developments; legal changes; trends and expectations; exchange rates; trading agreements
   - Use of external surveys and statistics; customer analysis and feedback; use of tools e.g. SWOT (strengths, weaknesses, opportunities, threats) analysis, STEEP (social, technological, economic, environmental and political) analysis; market research including primary and secondary information; feasibility

3. **Be able to review an organisation's strategy and business plans**

   - The purpose of review and what this will entail; tools e.g. Value Chain analysis, SWOT analysis, Porter's Five Forces; internal surveys and statistics
   - Market position; market share analysis; life cycle analysis; Boston growth share BCG Matrix
   - SWOT analysis, resource analysis, competitive analysis, skills and competencies audit, benchmarking sustainable competitive advantage; pricing strategies; resource analysis; economies of scale and scope for this; market equilibrium

4. **Be able to develop strategy options for an organization**

   Strategic planning options:

   - Ansoff Matrix Strategies; corporate expansion; integration i.e. vertical, backwards and forwards; horizontal; differentiation; Porter's generic strategies
   - Diversification, control of resources, distribution channels; Mintzberg's strategies (deliberate, emergent)
   - Strategic alliance; merger, acquisition; competitive strategies
   - Value-based strategy; contingency strategy; maintaining/increasing market share, niche markets; market segmentation
   - Adding value; workforce competence development; product portfolio; reconfiguration; gap analysis; profitability; portfolio analysis; benchmarking
   - Criteria for judging options; feasibility studies; risk assessments

5. Understand how to create a strategic plan to meet business objectives

Structure:

- Mission statement /corporate vision, corporate values and principles, decisions from options; strategic goals / initiatives, strategy, roles, responsibilities, accountability; objectives and measures: SMARTER (specific, measurable, achievable, realistic, time-based, evaluate, re-evaluate) objectives; execution plan, balanced scorecard, targets / interim targets / success metrics

Resource issues:

- Resources e.g. financial, human; skills and competencies; needed v in place;

availability. Stakeholder involvement and buy-in:

- When and at what stage in the process; how will this take place; who will be involved; communications with stakeholders; gaining general organisational agreement to the process; feedback
- Tie departmental plans into strategic plan, align performance management and reward systems to strategy implementation.

Dissemination:

- Communications with stakeholders how and when; dissemination and cascading processes; guidelines; timetable for implementation; Business Process Re-Engineering (BPR); action planning at departmental and operational levels

Monitoring:

- Monitoring and evaluation control systems; responsibilities at strategic and operational levels; performance appraisal; focus and realignment; contingency planning; smart objectives and success criteria at all levels in the organisation; establish nature of monitoring e.g. tracking system and monitoring points; review meetings; role of celebration.

Finance for Strategic Managers	
Unit aims	The learners will develop knowledge, understanding and skills that will enable them to analyse internal and publicly available financial information. This will help to inform strategic decision making.
Unit level	7
Unit code	A/615/2677
GLH	60
Credit value	15
Unit grading structure	Pass/Merit/Distinction
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. Learners will need to demonstrate their full understanding of the use of financial information in business decision making. Learners can use their own experience or provide examples of businesses from their research to exemplify the points which are made. Learners will need to access and interpret published business accounts.

Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the importance of financial data in formulating and delivering business strategy	1.1 Evaluate the sources of financial data which can be used to inform business strategy 1.2 Assess the need for financial data and information in relation to business strategy 1.3 Analyse the risks related to financial business decisions	1M1 Assess the impact of 'creative accounting' techniques when making strategic decisions	
2. Be able to analyse financial data for an organisation in order to inform strategic decision making purposes	2.1 Interpret financial statements to assess the viability of an organisation 2.2 Conduct comparative analysis of financial data using ratio analysis	2M1 Make recommendations to an organisation based on the analysis and interpretation of the financial information 2M2 Assess the limitations of ratio analysis as a tool for strategic decision making	2D1 Recommend, with justifications, methods and tools that allow businesses to analyse financial data for strategic decision making purposes
3. Be able to evaluate proposals for strategic decisions on capital expenditure in an organisation	3.1 Review methods for appraising strategic capital expenditure projects and strategic direction	3M1 Assess the importance of cash flow management when evaluating proposals for capital expenditure	3D1 Assess the impact of a business proposal on the strategic direction of a business organisation

	3.2 Evaluate business proposals for capital expenditure in an organisation using appropriate financial techniques.		

Indicative Content

1. **Understand the importance of financial data in formulating and delivering business strategy**

   • Sources of financial information: Internal (internal accounting systems, payroll etc.), External (suppliers, Companies House, the Budget etc.)

   • Financial information: Profitability, Cash flow, Business value, Financial stability, Cost projections.

   • Need for financial information: Assessing finance requirements, obtaining finance, reporting to owners, shareholders and stakeholders, Setting and meeting targets, Appraising new projects, Managing risk, Internal needs v External needs.

   • Business risks: Strategic, Market, Compliance, Operational, Risk modelling.

2. **Be able to analyse financial data for an organisation in order to inform strategic decision making purposes**

   • Published accounts: Purpose, Provide information to shareholders/stakeholders, Users – for example, shareholders, potential shareholders, managers, employees, lenders, creditors, suppliers, customers, community, competitors, Annual reports, including main financial statements (statements of financial position, income statements, sources and statements of cash flows), director's report, audit report, notes to accounts etc., Internal management accounts versus published financial accounts, Structure of financial statements – content and requirements, Limitations of published accounts.

   • Comparative analysis: Comparison between years, Comparison between businesses, Industry comparisons, Benchmarking.

   • Ratio analysis: Reasons for using ratios, advantages and limitations, Ratio categories, including profitability, liquidity, efficiency, capital and investor.

3. **Be able to evaluate proposals for strategic decisions on capital expenditure in an organisation**

   • Types of expenditure, difference between capital and revenue expenditure (definitions, decision making, treatment in financial statements)

   • Investment appraisal techniques: Payback, Accounting rate of return, Net present value, Internal rate of return, Discounted cash flow, Cost benefit analysis, Value for money.

   • Long term and short term finance: Definitions of long term and short term, Importance of matching finance to project.

   • Sources of finance: Range of sources, External and internal sources, Role of markets, Role of government, Long term and short term, Advantages and disadvantages of each source, Implications of each source, for example gearing.

- Cash flow management: Cash flow forecasts v Cash flow statements, Managing inventory, trade payables, trade receivables, etc., Budgetary control processes – budgets and variances.

Research for Strategic Development	
Unit aims	The aim of this unit is to develop the knowledge, understanding and skills required to carry out research to meet the needs of strategic business management.
Unit level	7
Unit code	F/615/2678
GLH	60
Credit value	15
Unit grading structure	Pass/Merit/Distinction
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. In order to achieve this unit, learners must carry out a comprehensive piece of research on a chosen area relating to strategic business development. Learners must ensure that the research undertaken provides sufficient evidence to meet the Learning Outcomes and the standards required.

Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Be able to formulate a research proposal relating to strategic business development	1.1 Identify a valid area for research to support the strategic development of a business area 1.2 Explain the aim, scope and objectives for a chosen area of research in strategic business development 1.3 Formulate a research proposal 1.4 Establish success criteria for the achievement of the research proposal 1.5 Prepare a project plan that identifies key milestones and critical pathways	1M1 Justify the research area chosen in order to achieve strategic business development	
2. Be able to use different research methodologies to gather sufficient and valid data	2.1 Review different literature sources to find those most appropriate for the chosen area of research 2.2 Use appropriate research methodologies to gather sufficient	2M1 Justify the research methodologies chosen	

	information from primary and secondary sources to make valid conclusions		
3. Be able to present research findings in an appropriate format for a target audience	3.1 Prepare a report that provides a comprehensive explanation of the purpose, methodologies, findings and recommendations 3.2 Reference all sources using a recognised system 3.3 Use the information collected to justify conclusions and recommendations	3M1 Respond orally to questions on research findings	3D1 Analyse how the findings of the research can be used in an actual strategic business context
4. Be able to evaluate own skills while undertaking research	4.1 Review own skills linked to own research using personal reflection and feedback 4.2 Make recommendations on ways to improve own skills while undertaking research	4M1 Produce a plan to improve own research skills	4D1 Implement the plan and assess the impact on own personal progress

Indicative Content

1. **Be able to formulate a research proposal relating to strategic business development**

   Research proposal:

   - Possible questions or hypothesis; different formats for research proposals; aims of research; scoping research projects; SMART objectives; terms of reference; rationale for selection; ethical issues

   Information for strategic development of business area:

   - Examples may include analysis of organisation; structure, culture; planned growth strategy, marketing, operational issues; SWOT analysis, PEST analysis, analysis of customers and key stakeholders, competitor analysis

   Success criteria:

   - Linked to purpose, objectives and outcome, SMART

   Project planning:

   - Key milestones, resources, risk assessment and management, critical pathways, contingency, accessing relevant information, project goals, schedule, communication systems, sensitivity of information gathered e.g. intellectual property, data protection
   Link to Business Development:

   - Rationale for chosen research linked to stated business development needs

2. **Be able to use different research methodologies to gather sufficient and valid data**

   Research methodology:

   - Research methods e.g. survey, questionnaire including manual and electronic, observations; ways to test sufficiency, reliability and validity; definitions of data e.g. primary and secondary sources, qualitative and quantitative; literature search and review – its credibility, use and acceptance; ways to reference sources
   - Size and sufficiency of data, reliability and validity of information gathered

3. **Be able to present research findings in an appropriate format for a target audience**

   Research findings:

   - Report format e.g. title, acknowledgements, contents page, introduction, summary of literature review, research methods used, findings, recommendations, references, bibliography, appendices e.g. questionnaires, surveys
   - Referencing e.g. Harvard system

   Analysis of data and application of statistical methods:

   - Qualitative interpretation of records, feedback, processes, categories, trends and

relationships

- Quantitative e.g. mean, median, mode, variability e.g. range, standard deviation, application to business data, reliability of estimates from samples, trends and forecasting

Presentation of findings:

- Methods for statistical data e.g. graphs, charts, statistical tables; chosen audience e.g. colleagues, Board members, external stakeholders; use of language in report appropriate to the chosen audience; power point presentations

4. Be able to evaluate own skills while undertaking research

Methods of self-evaluation:

- Personal reflection, constructive feedback from range of sources, evaluation forms, use of electronic equipment e.g. recording interviews, SWOT analysis. Balanced judgements

Improving own research skills:

- Examples may include courses or qualifications, mentoring, coaching, conferences, secondments, application in future research
- Plan with specific actions, timescales, success criteria, resource implications, milestones. The plan is realistic but challenging and can be implemented. It addresses areas of weakness and builds on strengths

Organisational Behaviour	
Unit aims	The aim of this unit is to help learners develop an understanding of how organisational behaviour, structure, culture, motivation, creativity and leadership impact on an organisation's effectiveness and efficiency.
Unit level	7
Unit code	A/615/2680
GLH	60
Credit value	15
Unit grading structure	Pass/Merit/Distinction
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. The learner will need to demonstrate their understanding of complex theories and concepts to meet the standards required for this unit.

Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand leadership behaviour theory and practice	1.1 Evaluate different leadership behaviour theories 1.2 Analyse theories relating to work relationships and interaction	1M1 Analyse how different leadership behaviours impact on organisations	
2. Understand how organisational structures and culture impact on the effectiveness of the organisation	2.1 Analyse characteristics of different organisational structures 2.2 Explain how the culture of an organisation can impact on the effectiveness of the organisation	2M1 Evaluate the relevance of organisational culture theory in developing organisational effectiveness	
3. Understand how organisations can improve employee effectiveness to respond to business opportunities	3.1 Assess the impact of learning on the effectiveness of employees 3.2 Evaluate how working in teams can improve employee effectiveness		3D1 Analyse the process and outcomes of change on the effectiveness of employees
4. Understand how organisations can motivate employees in order to improve	4.1 Analyse the benefits and issues with involving employees in organisational decision making	4M1 Analyse how motivational theory can inform employee motivation	4D1 Evaluate how a named organisation motivates its employees

their efficiency and effectiveness	4.2 Explain different ways to motivate employees		

Indicative Content

1. **Understand leadership behaviour theory and practice**

•   Leadership versus management
•   Leadership behaviour theory including: personal leadership traits, trait theories (e.g. Allport. Eysenck Cattell), 'great man' theory of leadership, contingency theories (e.g. Fiedler, cognitive resource theory), situational theories (e.g. Hersey and Blanchard, Vroom and Yetton), behavioural theories (e.g. role theory, managerial grid/leadership grid), participative theories (e.g. Lewin/Likert, transformational v transactional leadership, emotional intelligence).
     •   Working relationships and interaction e.g. power, behavioural theories, social constructivism

2. **Understand how organisational structures and culture impact on the effectiveness of the organisation**

•   Organisational structure: Bureaucracies, Stakeholders, re-engineered corporation, modular, hierarchical, matrix, liquid devolved decision making powers, networked and atomised organisations, virtual organisations, line, staff & functional structures, formal and informal organisations, designing organisation structure, centralisation, decentralisation.
•   Organisational culture: Harrison - power, role, person, task cultures, Likert – autocratic, benevolent autocratic, consultative participative, Mintzberg – simple, machine bureaucracy, divisional, adhocracy, Pedlar et al – the learning organisation.
•   How structure and culture impact on effectiveness
     •   Leader as a change agent

3. **Understand how organisations can improve employee effectiveness to respond to business opportunities**

•   Innovation and creativity
•   Organisational culture: integration / interaction of disciplines and teams, attitude to risk, rewards.
•   Organisational learning: The learning, learning culture, knowledge capture and management, technical knowledge versus experiential knowledge, technology.
•   Measuring performance: Metrics, KPI, business scorecard, working in teams, group dynamics, teams versus groups, communications, collaboration and team decision making, motivation of groups.
     •   Change processes and outcomes: Changes (reorganisation, restructuring, merger and acquisition, downsizing), involving stakeholders, communicating and managing change.

4. **Understand how organisations can motivate employees in order to improve their efficiency and effectiveness**

- Motivational theory including: Taylorism, Mayo, Maslow, Herzberg, McGregor, Broad theories (e.g. temporal motivation theory), cognitive theory.

Personal Development for Leadership and Strategic Management

Unit aims	This unit aims to help learners develop their own personal leadership and management skills in the context of the creation and achievement of organisational vision and strategic direction.
Unit level	7
Unit code	J/615/2682
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. To achieve the standards for this unit, learners will be required to understand the knowledge and skills needed by leaders and managers, create a plan to achieve these qualities and be able to know how progress with the plan can be reviewed.

Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	**Merit**	**Distinction**
1. Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy	1.1 Analyse the knowledge and skills in leadership and strategic management which are required to support the creation and achievement of organisational vision and strategy 1.2 Assess the contribution that factors other than knowledge and skills in leadership and strategic management make to the achievement of organisational vision and strategy	1M1 Justify a ranking order of the leadership and management knowledge and skills required to successfully create and achieve organisational strategy	1D1 Evaluate the leadership and management knowledge and skills required for the successful achievement of organisational operations versus the creation and achievement of organisational strategy
2. Understand how to develop and communicate organisational vision	2.1 Analyse the factors which impact on the creation of organisational vision 2.2 Assess the different approaches to developing vision 2.3 Evaluate the key factors which impact on the communication of vision to external stakeholders	2M1 Evaluate the key factors needed to gain the commitment of internal stakeholders when communicating the vision	

3. Be able to manage development of own personal knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy	3.1 Review theories of leadership and management and assess the implications for your personal development 3.2 Carry out an audit of own personal leadership and management knowledge and skills which facilitate the creation and achievement of organisational vision and strategy 3.3 Set objectives to meet personal development needs in the context of strategic organisational needs 3.4 Prepare a personal development plan to develop own leadership and management skills and to support the creation of organisational vision and strategy	3M1 Justify how the objectives and the plan selected for personal development support achievement of organisational vision and strategy	3D1 Carry out appropriate personal development activities to develop knowledge and skills identified in the audit
4. Be able to reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy	4.1 Assess the benefits of review and explain when this tool can be used in the achievement of personal and organisational strategy 4.2 Evaluate the sources of information needed to review progress with achieving personal development plans		4D1 Review progress and outcomes of the personal development plan against the objectives set

Indicative Content

1. **Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy**

   - Meaning of vision and strategy and their interrelationship
   - Knowledge and skills required – visioning, describing possible futures with clarity, creating, giving direction, specificity, providing motivation, planning, communicating and listening at different levels, synthesizing, analysing, empathy, decision taker, link between vision and strategy, bringing about effective change, emotional intelligence, developing and leading high performance teams, consistency and reliability, delegation, dealing with conflict, gaining alignment.
   - Contribution to organisational vision and strategy. Leadership and management knowledge and skills can be insufficient. Other factors which come into play include – financial situation, political uncertainty, availability of human and physical resources, and instability in the market.
   - Ranking order produced from criteria leading to determination of high, medium and lesser importance.
   - Similarities, difference and importance of knowledge and skills needed by strategic managers compared to operational managers.

2. **Understand how to develop and communicate organisational vision**

   - Factors impacting on organisational vision - history of the organisation, external and internal business environment, capacity of the organisation, anticipating potential barriers, skills and ambition of leadership team
   - Approaches to developing vision - Two way, top down bottom up, timing, clarity, specificity, quality of information, presentation, dialogue, culture understanding and, feedback loops, involvement,
   - Factors which impact on the communication of vision to internal and external stakeholders - size of organisation, organisational development, culture and diversity, size, complexity and boldness of vision, communication systems, dissemination and cascading processes

3. **Be able to manage development of own personal knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy**

   - Theories of leadership and management and their application - Transformational Leadership, Transactional Leadership, tri-dimensional leadership theory, charismatic leadership, situational leadership
   - Audit of personal skills and knowledge linked to creation and achievement of organisational vision and strategy
   - Objectives and personal development plan- specific, clear, challenging, achievable objectives linked to audit, directly related to plan with stated outcomes, tasks, time frames, deadlines, monitoring points. Plan could include formal learning leading to qualifications, training courses, work shadowing, and job rotation or mentoring. Plan could include informal learning e.g. reading texts, learning from successes and mistakes, using diagnostic tools e.g. Myers Briggs; development of emotional intelligence, ability to learn, systems thinking

4. **Be able to reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy**

    •   Benefits of review - reviewing performance, learning from experience, repeating what is good, dealing with weaknesses, acknowledging success. Review can be used frequently in order to improve e.g. at key milestones, at the outset and conclusion of tasks, at the end of a meeting, after a difficult problem.

    •   Sources of information – appraisal outcomes, 360-degree feedback systems, client feedback, staff/colleague/superiors' feedback, personal observations, data, KPIs, business results.

Strategic Marketing			
Unit aims	This unit enables learners to develop knowledge and understanding of marketing at a strategic level and how this is applied in practice including developing a marketing strategy.		
Unit level	7		
Unit code	T/615/2693		
GLH	60		
Credit value	15		
Unit grading structure	Pass, Merit, Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the principles of strategic marketing	1.1 Analyse the relationship between corporate strategy and marketing strategy 1.2 Analyse the development of marketing strategies 1.3 Explain how different marketing strategies can contribute to competitive advantage		1D1 Evaluate the relationship between strategic intent, strategic assessment, strategic choice and their impact on the formulation of marketing strategy
2. Understand how to carry out a strategic marketing analysis	2.1 Evaluate approaches to conducting an internal environmental analysis 2.2 Evaluate approaches to conducting an external environmental analysis 2.3 Assess the integration of internal and external analyses		
3. Understand the role of customer behaviour in marketing strategies	3.1 Analyse the role of the marketing research process and its relationship to consumer behaviour 3.2 Explain the different types of consumers and their behaviour in B2B and B2C	3M1 Analyse the influences on and the psychology of consumer behaviour	

	markets and factors underpinning customer loyalty 3.3 Evaluate the role of relationship marketing in customer behaviour analysis		
4. Understand how to develop an implementable strategic marketing plan	4.1 Analyse the factors to be taken into account in the development of a marketing plan 4.2 Develop an implementable plan for a given organisation 4.3 Design monitoring systems that are capable of identifying performance deviations from the plan's original objectives 4.4 Anticipate the need for contingency plans	4M1 Develop alternative marketing mix related action plans that address the selected objectives and selected strategies	
5. Understand how to create a marketing strategy to meet business objectives	5.1 Evaluate the requirements of a marketing strategy 5.2 Explain the relationship between a marketing strategy and a corporate strategy 5.3 Explain how the marketing strategy should address competitive forces and their likely impact 5. 4 Design a dissemination process to ensure internal stakeholders are informed and committed to the marketing strategy	5M1 Create monitoring systems to ensure the successful implementation of a marketing strategy	5D1 Construct a marketing strategy for a named organisation

Indicative Content

1. Understand the principles of strategic marketing

Role of strategic marketing

- Definitions of marketing strategy, its role in the organisation and how it underpins marketing planning and activities; concept of product and customer in different organisations; resources and implementation and monitoring, control

Corporate strategy and marketing strategy

- Corporate strategy; linking marketing strategy to corporate mission and vision; defining the business and conducting a situation audit meeting corporate objectives with marketing strategy; corporate social responsibility; marketing

Development of a marketing strategy

- Analysis of the environment; setting objectives; dynamic strategy – flexibility for change

Way in which strategies can contribute to competitive advantage
- Segmentation; targeting and positioning; relationship strategies; product innovation and development; principles of branding; service marketing; pricing and distribution; E-marketing

2. Understand how to carry out a strategic marketing analysis

Internal environmental analysis
- Resource-based, performance, value chain, functional

External environmental analysis
- Macro environment; micro environment; competitor analysis; wider external factors including government

Integration
- Fit between internal and external environment

3. Understand the role of customer behaviour in marketing strategies

Marketing research
- Defining the need with respect to consumer behaviour; data collection, organisation and interpretation; primary and secondary research; methodologies

Customer/consumer behaviour
- Definitions of customers and consumers; concept of consumer behaviour; buyer behaviour and factors affecting it; B2B and B2C; concept of customer loyalty

Customer behaviour analysis
- Principles of relationship marketing and its use; concepts of customer retention and customer relationship management

Psychology of consumer behaviour
- Models: Pareto efficiency, Black Box model; stages of the buying process; purchasing decisions; demographics; culture; psychographics

4. Understand how to develop an implementable marketing plan

Marketing audit
- Identify current competitive position (leader, follower, challenger, nicher, defensive); coherence with existing business strategies and plans; their cost-effectiveness; marketing and communication methodologies, SWOT analysis

Strategy formulation
- Information requirements; setting SMART objectives, success and evaluation criteria; identify strategic alternatives and establish specific courses of action

Implementation
- Identify alternative marketing action plans relating to the marketing mix and communication plans.

Monitoring systems
- Key Performance Indicators (KPIs) and marketing metrics; milestones; response mechanisms; budget monitoring

Contingency planning
- Nature of possible events; risk identification and assessment; response strategies; impact of changes to plans

5. Understand how to create a marketing strategy to meet business objectives

Requirements
- Strategic marketing planning process; planning models and stages; gap analysis techniques and uses; concepts of social responsibility, societal and ethical marketing and their strategic impact

Alignment
- Strategies for achieving coherence with corporate strategies and plans; who should be consulted

Internal/external environment
- Use of tools and techniques to achieve coherence with the environment; market entry strategies: reseller, distributor, sales outsourcing; market entry timing: wave, waterfall, sprinkler

Competitive forces
- Forces: threat of substitute products, power of customers, power of suppliers, potential for new competitors, current competitors; nature and scale of their likely impact

International Marketing	
Unit aims	This unit enables learners to understand the requirements of international marketing, in particular, the financial considerations to be taken into account in entering and operating in international markets. Learners will also be able to develop an international marketing strategy and understand the implications and requirements of international marketing communications
Unit level	7
Unit code	J/615/2696
GLH	60
Credit value	15
Unit grading structure	Pass, Merit, Distinction
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. Learners should provide exemplar material to demonstrate the understanding required by the LOs.

Learning outcomes The learner will:	Assessment criteria The learner can:		
	Pass	**Merit**	**Distinction**
1. Understand the implications of international marketing for organisations	1.1 Assess the market research requirements for international marketing 1.2 Analyse how the business case for international marketing can be justified 1.3 Assess the risks which must be considered for international marketing	1M1 Evaluate different methods of international marketing	1D1 Analyse the way in which financial and pricing issues may affect international operations
2. Understand how to develop an international marketing strategy	2.1 Analyse the features of international markets 2.2 Evaluate the operational considerations that should be taken into account when developing an international marketing strategy 2.3 Analyse the characteristics of an international marketing strategy	2M1 Evaluate the legal implications associated with developing and implementing an international marketing strategy	2D1 Evaluate an organisation's international marketing strategy
3. Understand the requirements of international marketing communications	3.1 Evaluate the way in which local customs, culture, language and ethical considerations may affect marketing communications 3.2 Assess the role of technology in		3D1 Analyse the concept of "glocalisation" and review its impact on communications

	international marketing communications 3.3 Assess the implications and requirements of different sales and marketing communications strategies		

Indicative Content

1. Understand the implications of international marketing for organisations

International market research
- Validity of data produced in developing markets; international marketing information systems and their integration into organisation-wide systems; suitability of different marketing research methods in an international context; use of environmental scanning tools in an international context

Resource investment
- Advantages, disadvantages and requirements of different methods of market entry; international agencies; multinational trading groups; role of UKTI, BIS and international development agencies in overseas trade; accommodation; availability of local labour and skills; international logistics, distribution networks and environmental/political conditions affecting them

Business case
- Reasons for market entry; associated issues; nature, size and maturity of local markets; barriers to success, return on investment. Start-up and ongoing costs; methods of financing international marketing; sources of finance; availability of local incentives; international insurance; multinational financial systems. Design of pricing structures; exchange rates and options; international insurance; shipping and import costs; factors affecting financial risk and their strategic implications: e.g. market conditions, customers' creditworthiness, local government involvement in the economy; identification of financial risk; risk maps; financial risk treatment options; risk management in an international context (identifying issues, range of risk treatment options); local laws; foreign monetary policies and reducing exposure; risk sharing options; Suitability of different risk treatment options; role of foreign exchange markets; arbitrage; spot and forward exchange rates; hedging.

2. Understand how to develop an international marketing strategy

Nature of the market
- Local economic and political conditions; impact of foreign business cultures on local communities; ethical considerations; potential for friction between local marketing objectives and strategies and corporate objectives and strategies; history of the market

International marketing methods
- Strategic international marketing planning; factors affecting the selection of marketing methods in an international context e.g. need for local endorsement, availability of technology and distribution networks, relationship management considerations

Local conditions
- Size and nature of the local market; presence and reputation of local and international competitors and rival products/services; local sensitivities; suitability of management styles for locally recruited employees; delivery models e.g. joint ventures, franchising and licensing, agents

Operational considerations
International market segmentation, targeting and positioning; international marketing mix; standardisation v adaptation in the international marketing mix; organisational structures, locus of decision making powers and their potential impact; management control (centralized v decentralised)

Legal considerations
- Implications for marketing, product; materials, safety, branding. Promotions; cultural regulations, restrictions. Distribution; PDM, use of agents. Market research. Pricing; tariffs

3. Understand the requirements of international marketing communications

Marketing communications
- Culture, ethics, local beliefs and practices; language issues; need for acceptance by community leaders and influencers; cultural and advertising taboos

Role of technology
- Integration of country marketing information systems into an international marketing information system; availability, reliability and functionality of technology; alternative methods of marketing communications

Implications and requirements
- Implications of cultural and language factors on operational management (e.g. recruitment and training of staff); availability and sophistication of local facilities to support sales and marketing communications strategies and activities

Glocalization
- Globalization and glocalization; advantages and disadvantages of glocalization; Brooks & Nomore; Govindarajan and McCreary

Corporate Communication Strategies	
Unit aims	This unit will enable learners to develop knowledge and understanding of the importance of corporate communications and the link with corporate objectives. Learners will have the opportunity to develop skills in auditing corporate communications and planning a corporate communication strategy.
Unit level	7
Unit code	L/615/2697
GLH	60
Credit value	15
Unit grading structure	Pass/Merit/Distinction
Assessment guidance	To achieve this unit, learners must meet the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. For Learning Outcome 1, learners will approach their work from a theoretical perspective and will need to use exemplar material to illustrate the points which are made. This may be taken from their own experience or from research. For Learning Outcomes 2 and 3, learners will be required to plan corporate communication audits and an appropriate communication strategy. Learners should use an organisation that they know well personally, where they are employed, work in a voluntary capacity or where they are currently studying.

Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the importance of corporate communications	1.1 Explain the purpose of corporate communications 1.2 Assess how corporate communications link to corporate objectives 1.3 Analyse the relationship between corporate communications and corporate branding		1D1 Review the importance of corporate communications to the success of a named organisation
2. Be able to plan corporate communications audits	2.1 Analyse the reasons why business organisations conduct internal and external corporate communication audits 2.2 Plan an internal corporate communications	2M1 Conduct an internal corporate communications audit for a named organisation	2D1 Conduct an external corporate communications audit for a named organisation

	audit for a named organisation 2.3 Plan an external corporate communications audit for a named organisation		
3. Understand the purpose and impact of a corporate communications strategy	3.1 Explain the strategic objectives of a corporate communications strategy 3.2 Assess the desired impact of a corporate communications strategy on different audiences	3M1 Develop appropriate measures to monitor the effects of a planned corporate communication strategy	3D1 Evaluate the effectiveness of current levels of organisational corporate communications for a named organisation

Indicative Content

1. **Understand the importance of corporate communications**

   - Purposes of corporate communications: Providing information to stakeholders, communicating corporate vision and strategy, Reinforcement of public image – acts as an effective bridge between organisations and the general public, Allows effective and timely distribution of information, Links to Public Relations strategy, Emphasises the importance of two-way communication.

   - Corporate communications and corporate branding: Promotes the organisational brand and brand image, Reinforces the stakeholders' view of organisational performance and value, emphasises confidence in organisational quality and performance, Demonstrates adherence to the organisational corporate brand guidelines, Clarifies: Brand Strategy, Brand Position, Brand Identity, Brand Message.

   - Corporate communications and corporate objectives: Communication and reinforcement of organisational strategic objectives, Reinforcement of corporate culture, promotes accountability, Prioritisation of stakeholder communication and influence, Promotes transparency and accountability of communications

2. **Be able to plan corporate communications audits**

   - Planning: Selection of appropriate research techniques, Identification of formal and informal internal and external information and communication flows, Identification of information and data management processes, Identification of knowledge management processes, Identification of information channels and barriers, Identification of communication risks,

   - Conducting an audit – Internal: Informal versus formal, for example, water-cooler, email, video conferencing and meeting, Vertical versus horizontal, for example, management communications, corporate newsletters, departmental, interdepartmental and team meetings, Control of organisational information and data, Processing data.

   - Conducting an audit – External: Supplier and customer communications, for example, networking, conferences, partnerships and JVs, Public communications, for example, marketing and advertising, news items and online, for example, web-pages, forums, social media such as Twitter, Facebook, Tumblr etc., Institutional relationships (including professional, government and industry bodies, universities and communities), Knowledge development and management, for example, supply chain integration and crowd sourcing.

   - Evaluating Effectiveness: Benchmarking, Questionnaires, Focus groups, Participant observation / ethnography, Surveys, Interviews, Processing research.

3. **Understand the purpose and impact of a corporate communications strategy**

   - Strategic Objectives: Strategy formulation, Strategy implementation, Strategy measurement, monitoring of strategic aims, Communications as infrastructure, Strategic drift, Monitoring versus evaluation, Feedback processes, Planned and emergent strategies.

   - Audience Analysis: Stakeholder analysis, International and cultural issues, Evaluation of communication channels (relating to stakeholder groups).

- Planning Processes: Setting and measuring outcomes, Action plans, Timescales, Cost / Benefit analysis, Feedback systems, Control loop, Formal and informal knowledge channels, Quantitative and qualitative measures.

- Monitoring, Review and Feedback: Development of communication and stakeholder engagement plans, Surveys, Focus Groups, Interviews, measuring communication outcomes, Monitoring online customer interaction, Quantitative and qualitative measures, Measuring ROI.