

## Level 7 Extended Diploma in Strategic Management is a 120 credit course

Unit Title	Level	Credit	GLH
<b>Mandatory Units</b>			
Organisational Behaviour	7	15	60
Global Business Strategy	7	15	60
Strategic resource management	7	15	60
Finance for Strategic Managers	7	15	60
Research for Senior Managers	7	25	60
<b>Optional Units ( Learner Must achieve further 35 credits from below)</b>			
Human Resource Management	6	15	60
Corporate Communication Strategies	7	10	30
Economics for Business	6	15	60
Manage Continuous Organisational Improvement	7	15	60
Personal Leadership and Management Development	6	10	40
Programme Leadership	7	10	40
Project Management	6	15	60
Risk Management	6	10	40
Strategic Planning	7	15	45
Sustainable Business Strategy	7	10	40
Strategic Marketing	6	15	60
Managing Quality and Service Delivery	6	10	40



### **Unit Format**

Each unit of level 6 courses 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. Level

All units and courses 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.

#### **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 course.

## Units Specifications

Organisational Behaviour			
Unit Level	7	Credit Value	15
GLH	60	Unit grading system	Pass
Assessment Guidance		Assessment is by internal assignment	
Learning Outcomes - The learner will:		Assessment Criteria - The learner can:	
1	Understand Effective leadership behaviour theory and Practice	1.1	Evaluate Leadership Theories
		1.2	Evaluate the impact of managerial styles on organisational effectiveness
		1.3	Analyse how motivational theory can inform employee motivation
		1.4	Analyse theories relating to work relationships and interaction
2	Understand how organisational structures and culture impact on the effectiveness of the organisation	2.1	Analyse the characteristics of different organisational structures
		2.2	Evaluate the relevance of organisational culture theory in developing organisational effectiveness.
		2.3	Analyse the culture and structure of one organisation and evaluate how they impact on its effectiveness.
3	Understand how the organisation can improve employee effectiveness to respond to business opportunities	3.1	Analyse how organisation can facilitate innovation and creativity
		3.2	Assess the importance of learning in organisations
		3.3	Evaluate the effectiveness of team working
		3.4	Analyse the effective management of change in organisations
4	Understand organisational decision making	4.1	Analyse approaches to organisational decision making
		4.2	Assess management approaches to risk and uncertainty in decision making
		4.3	Evaluate the effectiveness of organisational decisions in a specific organisation

<b>Global Business Strategy</b>			
<b>Unit Level</b>	<b>6</b>	<b>Credit Value</b>	<b>15</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Be able to analyse the international business environment	<b>1.1</b>	Review and assess suitable techniques to analyse the business environment
		<b>1.2</b>	Analyse the micro-environment of a business
		<b>1.3</b>	Analyse the macro-environment of a business
		<b>1.4</b>	Analyse how the international business environment impacts on an organisation
<b>2</b>	Understand the impact of globalisation on business organisations	<b>2.1</b>	Analyse the extent of globalisation on organisations
		<b>2.2</b>	Assess the benefits, opportunities and challenges of globalisation for an organisation
		<b>2.3</b>	Analyse the structures of different organisations operating in international markets
		<b>2.4</b>	Critically evaluate the international operations of an organisation
<b>3</b>	Understand the importance and nature of Corporate Social Responsibility	<b>3.1</b>	Analyse the moral and ethical questions facing organisations in an international environment
		<b>3.2</b>	Analyse the conflicts between corporate strategy and ethical and social responsibilities
		<b>3.3</b>	Identify legislation, regulation and guidance relating to corporate social responsibility

<b>Strategic resource management</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>15</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
1	Understand the role of human resource management in supporting business strategy	1.1	Investigate how human resource management contributes to the achievement of organisational objectives.
		1.2	Critically evaluate the role of human resource management within an organisation.
		1.3	Appraise the processes that an organisation uses to plan its human resource requirements.
2	Know how to develop human resources in organisations.	2.1	Evaluate the recruitment and retention strategies used in an organisation.
		2.2	Critically assess the techniques that are used for employee development in an organisation.
		2.3	Evaluate the contribution of human resource development techniques in ensuring employee engagement.
		2.4	Systematically analyse the effectiveness of human resource management strategies in supporting organisational strategy
3	Understand the role of physical resource management in supporting business strategy.	3.1	Investigate how physical resource management contributes to the achievement of organisational objectives.
		3.2	Critically evaluate the role of physical resource management within an organisation.
		3.3	Systematically appraise the processes that an organisation uses to plan its physical requirements
4	Understand the role of marketing in supporting business strategy.	4.1	Investigate how marketing activities contribute to the achievement of organisational objectives.
		4.2	Critically evaluate the role of marketing operations within an organisation.
		4.3	Systematically appraise the processes that an organisation uses to develop its markets.
5	Understand the role of information systems management in supporting business strategy.	5.1	Investigate how information systems management contributes to the achievement of organisational
		5.2	Critically evaluate the role of information systems management within an organisation.

		<b>5.3</b>	Systematically appraise the processes that an organisation uses to plan its information systems
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<b>Finance for Strategic Managers</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>15</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Understand the role of financial information in business strategy	<b>1.1</b>	Assess the need for financial information in business
		<b>1.2</b>	Identify the risks related to financial and business decisions
		<b>1.3</b>	Summarise financial information required in strategic business decision making
		<b>1.4</b>	Analyse the needs and expectations of stakeholders in relation to an organisation's policy on equality and diversity
<b>2</b>	Be able to analyse published financial statements for strategic decision making purposes	<b>2.1</b>	Explain the purpose, structure and content of published accounts
		<b>2.2</b>	Interpret financial information in published accounts
		<b>2.3</b>	Calculate financial ratios from published accounts to support strategic business decision-making
<b>3</b>	Understand how businesses assess and finance non-current assets, investments and working capital	<b>3.1</b>	Differentiate between long and short-term finance requirements for businesses
		<b>3.2</b>	Compare the sources of long and short-term finance for businesses
		<b>3.3</b>	Assess the importance of managing cash flow and examine cash flow management techniques
		<b>3.4</b>	Evaluate methods for appraising strategic capital or investment projects
<b>4</b>	Understand different ownership structures and how they influence and measure financial performance	<b>4.1</b>	Analyse the corporate governance, legal and regulatory requirements of different business ownership structures

		<b>4.2</b>	Compare and contrast the accountability for and different business ownership structures
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<b>Research for Senior Managers</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>25</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Be able to develop an appropriate research question for a business research project	<b>1.1</b>	Analyse stakeholders and their needs and expectations for either an organisation or project
		<b>1.2</b>	Evaluate and map stakeholder relationships
		<b>1.3</b>	Assess the importance of stakeholder engagement
		<b>1.4</b>	Develop a detailed research question
		<b>1.5</b>	Justify the choice of research question
<b>2</b>	Be able to develop a research proposal	<b>2.1</b>	Analyse methods to engage stakeholders to validate the implementation of policies
		<b>2.2</b>	Develop a communications strategy to effectively engage with stakeholders
		<b>2.3</b>	Develop a detailed research proposal
<b>3</b>	Be able to undertake a literature review	<b>3.1</b>	Identify sources of information and literature relevant to the research question
		<b>3.2</b>	Critically review literature to inform the development of the research proposal or the research project
		<b>3.3</b>	Record and report literature review in an appropriate format for the project
<b>4</b>	Be able to use data and information collection and analysis techniques	<b>4.1</b>	Collect and analyse data and information to inform research
		<b>4.2</b>	Synthesise data and information to support results and conclusions of research
<b>5</b>	Be able to present research with conclusions and make recommendations based on research carried out	<b>5.1</b>	Summarise findings of research project
		<b>5.2</b>	Draw conclusions and identify any recommendations from research findings
		<b>5.3</b>	Present research in a suitable format



<b>Human Resource Management</b>			
<b>Unit Level</b>	<b>6</b>	<b>Credit Value</b>	<b>15</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Understand the role and importance of human resource management in achieving organisational effectiveness	<b>1.1</b>	Define strategic human resource management
		<b>1.2</b>	Explain the importance of human resource management in organisations
		<b>1.3</b>	Analyse the framework of strategic human resource management
<b>2</b>	Understand the formulation and implementation of human resource strategies	<b>2.1</b>	Analyse the strategic human resource process
		<b>2.2</b>	Assess the roles in strategic human resource management
		<b>2.3</b>	Analyse the development and implementation of human resource strategies
<b>3</b>	Be able to assess a range of HR strategies that may be implemented within an organisation	<b>3.1</b>	Identify a range of HR strategies for an organisation
		<b>3.2</b>	Assess HR strategies and their application in an organisation
<b>4</b>	Understand contemporary issues affecting strategic human resource management	<b>4.1</b>	Identify contemporary issues affecting strategic human resource management
		<b>4.2</b>	Analyse contemporary issues affecting strategic human resource management

<b>Corporate Communication Strategies</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>10</b>
<b>GLH</b>	<b>30</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Understand the importance of corporate communication	<b>1.1</b>	discuss the purpose of corporate communication strategies
		<b>1.2</b>	assess how corporate communications link to corporate objectives
		<b>1.3</b>	analyse the relationship between corporate communications and corporate branding
<b>2</b>	Be able to conduct an internal corporate communications audit	<b>2.1</b>	plan an internal corporate communications audit
		<b>2.2</b>	conduct an internal corporate communications audit
		<b>2.3</b>	critically evaluate the effectiveness of current levels of practice
<b>3</b>	Be able to conduct an external corporate communications audit	<b>3.1</b>	plan an external corporate communications audit
		<b>3.2</b>	conduct an external corporate communications audit
		<b>3.3</b>	critically evaluate the effectiveness of current levels of practice
<b>4</b>	Be able to plan the development of a corporate communication strategy	<b>4.1</b>	plan the objectives of a corporate communication strategy
		<b>4.2</b>	select audiences to influence with a corporate communications strategy
		<b>4.3</b>	plan appropriate measures to monitor a planned corporate communications strategy

<b>Economics for Business</b>			
<b>Unit Level</b>	<b>6</b>	<b>Credit Value</b>	<b>15</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Understand the micro-economic business environment	<b>1.1</b>	Explain the importance of the micro-economic environment to business organisations
		<b>1.2</b>	Analyse business objectives and business behaviour in the economic context
		<b>1.3</b>	Analyse the impact of market structures on business organisations
<b>2</b>	Understand the macro-economic environment in the domestic context	<b>2.1</b>	Explain determinants of national income
		<b>2.2</b>	Explain the impact of government policies on the economy
		<b>2.3</b>	Analyse the impact of the macro-economic environment on business organisations
<b>3</b>	Understand the implications of operating in the international economic environment on business organisations	<b>3.1</b>	Analyse features of the international economic environment
		<b>3.2</b>	Analyse the economic implications for business of operating in a global business environment

<b>Personal Leadership and Management Development</b>			
<b>Unit Level</b>	<b>6</b>	<b>Credit Value</b>	<b>10</b>
<b>GLH</b>	<b>40</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Manage Continuous Organisational Improvement</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>15</b>
<b>GLH</b>	<b>60</b>	<b>Unit grading system</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Understand how to create a culture of continuous improvement	<b>1.1</b>	Analyse features of organisations that encourage and allow continuous improvement
		<b>1.2</b>	Analyse leadership and management styles that facilitate continuous improvement
		<b>1.3</b>	Analyse features of the learning organisation
		<b>1.4</b>	Analyse approaches to introduce and embed change within an organisation
		<b>1.5</b>	Analyse approaches to quality improvement
<b>2</b>	Be able to analyse opportunities for improvement to organisational activities	<b>2.1</b>	Assess sources of information likely to identify opportunities for improvement
		<b>2.2</b>	Analyse information to identify areas for improvement
		<b>2.3</b>	Assess the impact of proposed changes to organisational activities
		<b>2.4</b>	Evaluate proposed changes to organisational activities
<b>3</b>	Be able to plan and lead change within an organisation	<b>3.1</b>	Determine changes required to introduce improvements to organisational activities
		<b>3.2</b>	Agree proposed changes with stakeholders
		<b>3.3</b>	Produce a plan for proposed changes and communicate to stakeholders
		<b>3.4</b>	Design systems and procedures to support the changes
		<b>3.5</b>	Review the change process for an organisation

Assessment Guidance		Assessment is by internal assignment	
Learning Outcomes - The learner will:		Assessment Criteria - The learner can:	
1	Be able to analyse personal leadership and management skills to support achievement of organisational objectives	1.1	Analyse the impact of organisational objectives, values and culture on the leadership and management role
		1.2	Evaluate the leadership and management skills required to support achievement of organisational objectives
		1.3	Assess personal leadership and management skills and identify personal development required to support achievement of organisational objectives
2	Be able to manage development of personal leadership and management skills to support achievement of organisational objectives	2.1	Assess opportunities for development of leadership and management skills
		2.2	Construct a personal development plan to develop leadership and management skills
		2.3	Manage personal development of leadership and management skills
3	Be able to evaluate the effectiveness of personal development plans to develop management and leadership skills	3.1	Review personal development plan against original objectives
		3.2	Evaluate the effectiveness of personal development of leadership and management skills
		3.3	Analyse areas for further development and update personal development plan

<b>Programme Leadership</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>10</b>
<b>GLH</b>	<b>40</b>	<b>Unit Grading Structure</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assessment is by internal assignment .</b>	
<b>Learning Outcomes - The learner</b>		<b>Assessment Criteria - The learner can:</b>	
<b>1</b>	Be able to plan and agree a programme of related projects that support the strategic plans of an organisation	<b>1.1</b>	Analyse business strategy to identify programme objectives and benefits
		<b>1.2</b>	Negotiate with identified stakeholders to establish a range of projects to deliver programme benefits
		<b>1.3</b>	Plan and agree programme with programme management group
<b>2</b>	Be able to lead a programme of related projects	<b>2.1</b>	Lead the co-ordination of projects within a programme
		<b>2.2</b>	Manage programme resources to achieve project and programme objectives
		<b>2.3</b>	Review and monitor projects and address any issues that arise
		<b>2.4</b>	Report programme progress and results to stakeholders
		<b>2.5</b>	Close down projects and programme
<b>3</b>	Be able to evaluate a programme of related projects	<b>3.1</b>	Assess the success of projects with project managers
		<b>3.2</b>	Review the success of the programme in delivering benefits and meeting objectives
		<b>3.3</b>	Analyse areas for future improvement in programme management and leadership

Risk Management			
GLH	120	Unit Grading Structure	Pass
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
1	Be able to analyse business objectives to identify feasible projects	1.1	Identify projects required from an appraisal of established business objectives
		1.2	Produce project sub-divisions and high-level estimates of time, resources and costs
		1.3	Evaluate a project methodology suitable for the specific project
		1.4	Assess the feasibility of a proposed project
2	Be able to design systems and plans for initiating, managing and controlling projects	2.1	Devise a structure for the management and administration of the project
		2.2	Define the roles and responsibilities of the project manager
		2.3	Prepare a detailed project plan
3	Be able to organise and manage a project	3.1	Assess alternative project team structures
		3.2	Demonstrate the interpersonal skills required for effective project management
		3.3	Design quality management processes to be used in a project
		3.4	Design procedures for managing project change proposals
4	Be able to monitor and control the progress of projects	4.1	Identify issues and risks that may impede a project
		4.2	Design systems for monitoring and appraising the status of a project
		4.3	Design control systems to detect and manage issues arising in the course of projects
5	Be able to review, evaluate and closeout a project	5.1	Identify issues and risks likely to be encountered in the final stages of a project
		5.2	Assess the necessary project tasks to be completed in the final stages of a project

<b>Strategic Planning</b>			
<b>Unit Level</b>	<b>7</b>	<b>Credit Value</b>	<b>15</b>
Unit Level	5	Credit Value	10
<b>GLH</b>	<b>40</b>	<b>Unit Grading Structure</b>	<b>Pass</b>
<b>Assessment Guidance</b>		<b>Assignments in accordance with awarding organisation guidance</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
1	Understand the risk management function in business	1.1	Examine the role of the risk management function in
		1.2	Assess the role of business functions in the management of risk
2	Understand how business risk is assessed and managed	2.1	Analyse the risk assessment process
		2.2	Evaluate approaches to managing risk
		2.3	Examine the risk management process
3	Understand the effects of business risks and how they can be managed	3.1	Analyse the main drivers of business risk
		3.2	Appraise the impact of different types of risk for a business organisation
		3.3	Assess which business areas are high risk
		3.4	Analyse risk management strategies
4	Understand approaches to crisis management and business continuity planning	4.1	Analyse the vulnerability of businesses to breaks in continuity
		4.2	Critically evaluate approaches to crisis management and business continuity planning



GLH	45	Unit Grading Structure	Pass
<b>Assessment Guidance</b>		<b>Assignments in accordance with awarding organisation guidance</b>	
<b>Learning Outcomes - The learner will:</b>		<b>Assessment Criteria - The learner can:</b>	
1	Understand the external environment affecting an organisation	1.1	explain the importance of external factors affecting an
		1.2	analyse the needs and expectations of stakeholders of an organisation
		1.3	analyse the major changes taking place in the external environment that will affect strategy
2	Be able to review existing business plans and strategies of an organisation	2.1	use appropriate tools to analyse the effects of current
		2.2	review the position of an organisation in its current market
3	Be able to develop options for strategic planning for an organisation	2.3	evaluate the competitive strengths and weaknesses of an organisation's current business strategies
		3.1	use modelling tools to develop strategic options for an organisation
		3.2	develop a comparative understanding of activity from organisations in the market
4	Be able to construct a strategy plan for an organisation	3.3	create options to form the basis of future organisational strategy
		4.1	propose a suitable structure for a strategy plan that ensures appropriate participation from all stakeholders of an organisation
		4.2	develop criteria for reviewing potential options for a strategy plan
5	Be able to examine factors affecting an organisational strategy plan	4.3	construct an agreed strategy plan that includes resource implications
		5.1	compare core organisational values (ethical, cultural, environmental, social and business) with the current business objectives of an organisation
		5.2	develop appropriate vision and mission statements for an organisation
		5.3	produce agreed future management objectives for an organisation
6	Be able to plan for the implementation of a strategy plan	5.4	develop measures for evaluating a strategy plan
		6.1	develop a schedule for implementing a strategy plan in an organisation
		6.2	create appropriate dissemination processes to gain commitment from stakeholders in an organisation
		6.3	design monitoring and evaluation systems for the implementation of a strategy plan in an organisation

<b>Sustainable Business Strategy</b>			
1	Understand how to manage quality of service delivery	2.1	Analyse the concepts of quality and quality standards in
		2.2	Evaluate approaches to quality management in service delivery
		2.3	Explain how quality standards are set and monitored
2	Understand how to promote continuous improvement of service delivery	3.1	Analyse the concept of continuous improvement in service delivery
		3.2	Evaluate the need for continuous improvement in service delivery
		3.3	Evaluate the need for continuous improvement in service delivery