



SEVERN  
BUSINESS  
COLLEGE

Qualifi Level 7 Diploma in Strategic  
Management and Leadership

Course Handbook



**Qualification**

Qualifi Level 7 Diploma in Strategic Management and Leadership

**Ofqual Number**

601/5335/0

**Level**

7

**Total Qualification Time**

1200

**Credit Value**

120

**Aim of the Course**

The Level 7 qualification is designed to develop the knowledge, understanding and skills learners require to deal with the complexities of leadership and strategic management in a business context, and to develop their ability to lead change in organisations.

**Assessment**

Assessment is through practical assignments, with no exams - to more accurately reflect the real working environment.

**Course Structure**

Qualifi Level 7 Diploma in Strategic Management and Leadership			
Unit number	Units	Unit level	Unit credit
702	Manage Team Performance to Support Strategy	7	15
704	Information Management and Strategic Decision Taking	7	15
705	Leading a Strategic Management Project	7	15
706	Strategic Direction	7	15
711	Strategic Planning	7	15
724	Development as a Strategic Manager	7	15
703	Finance for Managers	7	15
708	Strategic Marketing	7	15

**Assessment Grades**

Grade	Marking Criteria
Pass	All learning outcomes are achieved. All assessment criteria are met.
Fail	All learning outcomes are not achieved. All assessment criteria are not met.
No Marks	Plagiarism

## UNIT SPECIFICATIONS

**Unit Title**

Manage Team Performance to Support Strategy

**Level**

7

**Learning Time Hours**

150

**Credit Value**

15

**Unit aim**

The unit will explore how team performance can be evaluated and optimised to realise strategic objectives.

**Learning outcomes and assessment criteria**

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to set performance targets for teams to meet strategic objectives	1.1 Critically assess the links between team performance and strategic objectives 1.2 Critically evaluate tools and techniques available to set team performance targets 1.3 Critically evaluate the value of team performance tools to measure future team performance
2. Be able to agree team performance targets to contribute to meeting strategic objectives	2.1 Analyse how to determine required performance targets within teams against current performance 2.2 Address the need for individual commitment to team performance in achievement of strategic objectives 2.3 Critically evaluate the application of delegation, mentoring and coaching to the achievement of the strategic objectives 2.4 Critically evaluate a team performance plan to meet strategic objectives
3. Be able to monitor actions and activities defined to improve team performance	3.1 Identify tools and methodologies to assess the process for monitoring team performance and initiate changes where necessary 3.2 Evaluate team performance against agreed objectives of the plan and address problematic performances 3.3 Critically evaluate the impact of the team performance in contributing to meeting strategy
4. Be able to apply influencing skills to respond to the dynamics and politics of personal interactions	4.1 Determine influencing methodologies that can gain the commitment of individuals to strategy 4.2 Critically discuss the impact of individual dynamics, interests and organisational politics on securing the commitment of individuals to strategy

#### Core Textbook

Leading, Managing and Developing People, Rees, G. and French, R. 2010

## UNIT SPECIFICATIONS

#### Unit Title

Information Management and Strategic Decision Taking

#### Level

7

#### Learning Time Hours

150

#### Credit Value

15

#### Unit aim

The unit will address the volume and complexity of data and information available to organisations and how to analyse, apply and determine its value in making strategic decisions.

#### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to understand the importance of management information on strategic decisions	1.1 Critically identify the features of data and information 1.2 Determine the criteria to be applied when selecting appropriate data and information to support strategic decisions 1.3 Critically evaluate the impact of a management information system to an organisation
2. Be able to understand the importance of information sharing	2.1 Determine the legal responsibilities in sourcing, sharing and storing information 2.2 Critically discuss when information should be offered and access allowed 2.3 Critically evaluate the formats in which information can be provided and the

within an organisation	impact of using various formats
3. Be able to use information to support strategic decision making	3.1 Critically analyse information to identify patterns, trends and impacts on strategic decision making 3.2 Critically evaluate a range of decision making tools and techniques available to support strategic decision making 3.3 Determine data and information sources available to assist in strategic decision taking
4. Be able to monitor and review management information	4.1 Critically identify methods of evaluating management information within an organisation 4.2 Formulate processes and methodologies for analysing the impact of information on the strategic decisions made 4.3 Determine methods of developing information capture to inform and support strategic decision making

### Core Textbook

Exploring Strategy, Johnson, G, Whittington, R. and Scholes, K., London Financial Times / Prentice Hall 9th Edition 2011

## UNIT SPECIFICATIONS

### Unit Title

Leading a Strategic Management Project

### Level

7

### Learning Time Hours

150

### Credit Value

15

### Unit aim

The unit will involve the learner in formulating research and methodologies to support a strategic management project. They will be required to critically evaluate options and data sources prior to presenting project outcomes.

### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to identify and justify a strategic investigative project	1.1 Determine a strategic topic to investigate that has significant implications for the organisation 1.2 Discuss the aim, scope and objectives of the project 1.3 Take responsibility for and justify the topic of investigation and its aim, scope and objectives 1.4 Formulate the project research methodology, including the project structure and research base
2. Be able to conduct research using different data sources, and synthesise data and options	2.1 Assess sources of data and information that will support the aim of the project 2.2 Synthesise the data and information for options or alternatives that support the project aims 2.3 Critically evaluate and determine an option that supports the project's strategic aims
3. Be able to draw conclusions and make recommendations that achieve the project aim	3.1 Critically evaluate conclusions to be made the research to enable 3.2 Recommend a course of action that achieves the strategic aims of the project 3.3 Critically analyse recommendations
4. Be able to develop and review the results of the investigative project	4.1 Determine the medium to present the result of the project and its contribution to strategic objectives 4.2 Take responsibility for the results of the investigative project and the substantial changes and developments it brings about 4.3 Critically evaluate the impact and success of the investigative project

**Core Textbook**

Project Management, a step by step guide on how to plan and manage a highly successful project. Richard Newton 2006

## UNIT SPECIFICATIONS

**Unit Title**

Strategic Direction

**Level**

7

**Learning Time Hours**

150

**Credit Value**

15

**Unit aim**

The unit will explore the strategic aims and objectives of an organisation and their significance in setting direction, and identifying success and progress for the organisation. The unit will also explore where different strategic options may lead the organisation to change its direction.

**Learning outcomes and assessment criteria**

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to review and determine the organisation's strategic aims and objectives	1.1 Critically analyse the existing strategic aims and objectives of the organisation 1.2 Undertake a critical evaluation of the components of current organisational strategy 1.3 Critically analyse the factors affecting the strategic aims of organisational strategy over the short and medium term
2. Be able to evaluate progress towards achieving organisational strategic aims and objectives	2.1 Apply a range of diagnostic and analytical tools to audit and assess progress towards existing strategic aims and objectives 2.2 Take responsibility for and critically assess the expectations of all stakeholders and their influence upon future organisational strategy 2.3 Critically analyse, interpret and produce an evaluation of the existing organisational strategic position and progress towards achieving the existing strategy
3. Be able to determine and evaluate strategic options to support a new strategic position	3.1 Critically evaluate and develop a range of alternative strategic options to meet organisational strategic aims, direction and objectives in the short and medium term 3.2 Determine and justify the existing strategic option that can meet the revised strategic position

**Core Textbook**

Exploring Strategy, Johnson, G, Whittington, R and Scholes, K. London Financial Times / Prentice Hall 9th Edition 2011

## UNIT SPECIFICATIONS

**Unit Title**

Strategic Planning

**Level**

7

**Learning Time Hours**

150

**Credit Value**

15

### Unit aim

This unit is about the value of the strategic planning process in formulating appropriate strategies and designing a plan that will be supported by stakeholders and other organisational leaders. The critical review of the plan and its success is also addressed in the unit.

### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to conceive and analyse strategic options	1.1 Critically analyse and identify the organisation's strategic aims and objectives including the approach adopted to strategic planning 1.2 Determine alternative strategic options available and the implications for the organisation 1.3 Critically evaluate the impact of stakeholder expectations on a strategic plan and the planning horizon
2. Be able to formulate a strategic plan	2.1 Critically evaluate the strategic options available to the organisation over the existing planning horizon and factoring in wider context market and competitor impacts 2.2 Assess and determine the priorities and feasibility of alternative options over the existing planning horizon 2.3 Carry out a risk assessment of the preferred strategy and alternatives 2.4 Identify, justify and articulate the selected strategies within the plan and address any potential problems 2.5 Produce a strategic plan and its components to achieve the selected strategic direction
3. Be able to implement, evaluate, monitor and review the strategic plan	3.1 Critically review the organisational and market factors to be considered in the implementation of the strategic plan 3.2 Determine and apply a range of tools and concepts to monitor and review the strategic plan 3.3 Determine the impact of the strategic plan on the organisation's direction and achievement of the organisation's objectives

### Textbooks

Exploring Strategy, Johnson, G, Whittington, R and Scholes, K. London Financial Times / Prentice Hall 9th Edition 2011

## UNIT SPECIFICATIONS

### Unit Title

Development as a Strategic Manager

### Level

7

### Learning Time Hours

150

### Credit Value

15

### Unit aim

The unit aims to support organisational and self-awareness in learners. It provides a foundation for a self-critical and reflective approach to personal development to support the learner when operating at a strategic level. Wider context organisational and environmental factors are also considered as contributors to overall strategic success of the individual and the organisation.

### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
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1. Be able to identify personal skills to achieve strategic ambitions	1.1 Critically analyse the strategic direction of the organisation 1.2 Critically evaluate the strategic skills required of the leader operating in a complex environment to achieve personal and organisational strategic ambitions 1.3 Assess the relationship between existing, required and future skills to achieve strategic ambitions
2. Be able to manage personal leadership development to support achievement of strategic ambitions	2.1 Critically discuss the opportunities to support leadership development 2.2 Design a personal development plan to direct leadership development in a complex environment 2.3 Devise an implementation process to underpin the success of the development plan that can realise substantial changes in leadership style
3. Be able to evaluate the effectiveness of the leadership development plan	3.1 Critically evaluate the achievement of outcomes of the plan against original objectives 3.2 Evaluate the impact of leadership style and the achievement of objectives on strategic ambitions in different organisational settings 3.3 Critically review and update the leadership development plan
4. Be able to advocate an employee welfare environment that supports organisational values	4.1 Critically evaluate the impact of corporate commitment to employee welfare on strategic organisational objectives 4.2 Discuss how an employee welfare environment can affect achievement of strategic organisational objectives 4.3 Determine the influence of corporate commitment to employee welfare on the development of organisational values that will realise strategic ambitions

### Core Textbook

Human resource management at work Marchington, M. and Wilkenson, A 2008

## UNIT SPECIFICATIONS

### Unit Title

Finance for Managers

### Level

7

### Learning Time Hours

150

### Credit Value

15

### Unit aim

This unit is geared towards supporting learners in understanding and using financial information and data. This unit is important to learners as it supports decision making.

### Learning outcomes and assessment criteria

This unit is geared towards supporting learners in understanding and using financial information and data. This unit is important to learners as it supports decision making.

Learning Outcome	Assessment Criteria
1. Be able to analyse financial information and data	1.1 Determine what financial information is needed and assess its validity 1.2 Analyse different financial documents and information and formulate conclusions about financial performance levels and needs of stakeholders 1.3 Conduct comparative analysis of financial information and data 1.4 Critically review and question financial information and data
2. Be able to assess budgets and their ability to support organisational objectives	2.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets and accounting conventions 2.2 Be able to assess a budget 2.3 Identify how a budget for a complex organization can support organizational objectives and targets whilst taking into account financial constraints and accounting conventions
3. Be able to evaluate financial proposals for expenditure provided by	3.1 Identify criteria by which proposals can be judged 3.2 Critically analyse the viability of a proposal for expenditure



others	3.3 Identify the strengths and weaknesses of a proposal and give feedback on the financial proposal 3.4 Analyse the viability of a proposal for expenditure
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### Core Textbooks

There are two sets of core text: one to support UK accounting rules and treatment of depreciation and tax. And the second to support US accounting rules and treatment of depreciation and tax

#### Core Text (US)

Horngren's Financial & Managerial Accounting, The Managerial Chapters and The Financial Chapters, Global Edition, 5th Edition  
Introduction to Management Accounting Global Edition, 16th Edition, Charles Horngren, Gary Sundem, William Stratton, Dave Burgstahler, Jeff Schatzberg, Feb 2013,

#### Core Text (UK)

Introduction to bookkeeping and accounting Kindle Edition, by The Open University

Accounting Paperback – 5 Apr 2013, by Michael J. Jones. This includes students on both accounting and non-accounting degrees and also MBA students.

## UNIT SPECIFICATIONS

### Unit Title

Strategic Marketing

### Level

7

### Learning Time Hours

150

### Credit Value

15

### Unit aim

The unit will investigate underlying models, techniques and theories that underpin marketing and can contribute to strategic objectives. It will also provide learners with a critical understanding of the marketing function within complex organisations.

### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to understand the relationship between the marketing plan and strategic objectives	1.1 Critically evaluate how marketing techniques and tools can support the strategy of an organisation and how this impacts on the marketing plan. 1.2 Determine marketing methodologies and approaches that contribute to a marketing plan within complex organisations. 1.3 Address risk associated with the marketing plan.
2. Be able to produce a strategic marketing plan	2.1 Critically analyse the components of a marketing plan and the levels of importance of each component to the achievement of strategic objectives. 2.2 Address mitigation strategies for high risk components of the plan. 2.3 Develop a marketing plan that will achieve strategic objectives for a complex organisation.
3. Be able to promote the marketing plan in support of strategic objectives	3.1 Discuss how the plan supports strategic objectives. 3.2 Develop an approach to gain agreement for the marketing plan that will change organisation actions and methods to achieve strategic objectives. 3.3 Critically evaluate and provide review measures for the agreed plan.

### Core Textbook

Marketing by Paul Baines and Chris Fill, 3rd Edition, Oxford University Press