



**Richmond College**  
Advanced Education



## **Qualification Specification for :**

**Level 7 Diploma in Strategic Management**  
**610/2087/4**

**Level 7 Extended Diploma in Strategic Management**  
**610/2088/6**



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## Unit specifications

Unit 1 Strategic Planning			
<b>Unit aims</b>	The aim of this unit is to develop the knowledge, understanding and skills necessary to develop an organisational strategic plan.		
<b>Unit level</b>	7		
<b>Unit code</b>	T/650/5360		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit, learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree an appropriate organisation on which to base their study with their tutor. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
1. Understand the foundations for developing organisational strategy	1.1 Explain the relationship between mission, vision, strategy, and business plans 1.2 Analyse a named organisation's mission and vision statements 1.3 Explain how external factors and stakeholder expectations influence organisational strategy	1M1 Evaluate the impact of a named organisation's vision and mission on its strategy	1D1 Analyse how external influences affect organisational strategy in a named organisation
2. Can review an organisation's strategy and business plans	2.1 Explain the importance of review in the development of organisational strategy and business plans 2.2 Evaluate the tools which can be used to review organisational strategy and business plans	2M1 Review the position of an organisation in its current market using appropriate tools	2D1 Analyse the competitive strengths and weaknesses of an organisation's current business strategy and business plans

3. Can develop strategy options for an organisation	3.1 Use modelling tools to develop strategy options for an organisation 3.2 Develop criteria for reviewing the potential strategy options	3M1 Evaluate the options as the basis for delivering the strategic direction of the organisation by applying the criteria developed	
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## Indicative Content

### LO1 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
- 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 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, STEEPLED (social, technological, economic, environmental, political, legal, ethical, demographic) analysis; market research including primary and secondary information; feasibility

### LO2 Review an organisation's strategy and business plans

- The purpose of review and what this will entail; tools e.g., Value Chain analysis, SWOT, PESTLE 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

### LO3 Develop strategy options for an organisation

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
- Portfolio analysis; benchmarking
- Criteria for judging options; feasibility studies; risk assessments

<b>Unit 2 Finance for Strategic Managers</b>			
<b>Unit aims</b>	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.		
<b>Unit level</b>	7		
<b>Unit code</b>	Y/650/5361		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. 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. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
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 importance of financial data and information in relation to business strategy 1.3 Analyse the risks related to financially based business decisions		
2. Can use financial analysis as a tool for strategic decision-making	2.1 Interpret financial statements to assess the viability of an organisation	2M1 Make recommendations to an organisation based on the analysis and	2D1 Recommend methods and tools that allow businesses to analyse financial

	2.2 Conduct a comparative analysis of financial data using ratio analysis	interpretation of the financial information 2M2 Assess the limitations of ratio analysis as a tool for strategic decision-making	data for strategic decision-making
3. Can evaluate proposals for strategic capital expenditure in an organisation	3.1 Review techniques for appraising strategic capital expenditure projects 3.2 Evaluate business proposals for capital expenditure in an organisation	3M1 Assess the importance of cash flow management when evaluating proposals for capital expenditure	3D1 Assess the impact of a capital expenditure proposal on the strategic direction of an organisation

### Indicative Content

#### LO1 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

#### LO2 Use financial analysis as a tool for strategic decision-making

- 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

#### LO3 Evaluate proposals for strategic 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

<b>Unit 3 Research for Strategic Development</b>			
<b>Unit aims</b>	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.		
<b>Unit level</b>	7		
<b>Unit code</b>	A/650/5362		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. Learners must carry out a comprehensive piece of research on a chosen area relating to strategic business development. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
1. Can produce 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 Produce a research proposal and project plan including relevant success criteria, milestones and critical pathways	1M1 Justify the research area chosen to achieve strategic business development	
2. Can apply 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 Apply appropriate research methodologies to	2M1 Justify the research methodologies chosen	

	gather sufficient information from primary and secondary sources to make valid conclusions		
3. Can present research findings in an appropriate format for a target audience	3.1 Explain the research purpose, methodologies and findings 3.2 Explain conclusions and recommendations using the information collected		3D1 Analyse how the findings of the research can be used in an actual strategic business context
4. Can evaluate own skills while undertaking research	4.1 Review own research skills using personal reflection and feedback 4.2 Recommend ways to improve own skills while undertaking research	4M1 Produce a plan to improve own research skills	

### Indicative Content

#### LO1 Produce 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, potential costs, timescales.

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

## **LO2 Apply 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

## **LO3 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

## **LO4 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, discussion with more experienced colleagues
- 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

<b>Unit 4 Organisational Behaviour</b>			
<b>Unit aims</b>	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.		
<b>Unit level</b>	7		
<b>Unit code</b>	D/650/5363		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors an appropriate organisation on which to base their study. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
1. Understand leadership behaviour theory and practice	1.1 Evaluate different theories relating to leadership behaviour 1.2 Analyse factors influencing leadership behaviour in the workplace	1M1 Analyse how different leadership behaviours impact on organisations	<b>LOs 1, 2 and 3</b>  1D1 Assess the extent to which different features of a named organisation impact on its overall effectiveness
2. Understand how organisational structures and culture impact on the effectiveness of an organisation	2.1 Analyse how different organisational structures impact on the effectiveness of an organisation 2.2 Explain how organisational culture can impact organisational effectiveness	2M1 Evaluate the relevance of organisational culture theory in developing organisational effectiveness	
3. Understand how organisations can improve employee	3.1 Analyse how motivational theory	3M1 Analyse how change processes and	

motivation and effectiveness	<p>can impact employee motivation</p> <p>3.2 Assess the impact of learning on the effectiveness of employees</p> <p>3.3 Analyse the benefits and challenges of involving employees in team decision-making</p>	outcomes can be used to improve the effectiveness of employees	
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## Indicative Content

### LO1 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

### LO2 Understand how organisational structures and culture impact on the effectiveness of an 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

### LO3 Understand how organisations can improve employee motivation and effectiveness

- Motivational theory including Taylorism, Mayo, Maslow, Herzberg, McGregor, Broad theories (e.g., temporal motivation theory), cognitive theory
- Organisational learning: the learning culture, knowledge capture and management, technical knowledge versus experiential knowledge, technology
- Organisational culture: integration / interaction of disciplines and teams, attitude to risk, rewards

<b>Unit 5 Personal Development for Leadership and Strategic Management</b>			
<b>Unit aims</b>	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.		
<b>Unit level</b>	7		
<b>Unit code</b>	F/650/5364		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. 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 know how progress with the plan can be reviewed. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
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	1M1 Assess how knowledge and skills of strategic leadership supports the creation and achievement of organisational vision and strategy.	1D1 Evaluate the leadership and management knowledge and skills required for the creation and achievement of organisational vision 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	2M1 Evaluate the key factors needed to gain the commitment of internal stakeholders when communicating the vision	

	on the communication of vision to internal and external stakeholders		
3. Can manage development of own knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy	<p>3.1 Assess own leadership and management knowledge and skills for creating and achieving organisational vision and strategy</p> <p>3.2 Devise objectives to meet personal development needs to support the achievement of personal and organisational vision and strategy</p> <p>3.3 Prepare a personal development plan to develop own leadership and management skills to meet personal objectives aligned to organisational vision and strategy creation</p>	3M1 Justify how the objectives and the plan prepared for personal development support achievement of organisational vision and strategy	3D1 Implement appropriate personal development activities to develop knowledge and skills as identified in the personal development plan
4. Can reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy	4.1 Assess the benefits of different self-evaluation techniques that can be used in the achievement of personal and organisational strategy		4D1 Review progress and outcomes of the personal development plan objectives

### Indicative Content

#### LO1 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-performing teams, consistency and reliability, delegation, dealing with conflict, gaining alignment
- Contribution to organisational vision and strategy. Leadership and management knowledge and

skills including consideration of financial situation, political uncertainty, availability of human and physical resources, and instability in the market

- Similarities, difference and importance of knowledge and skills needed by strategic managers

## **LO2 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 etc.
- 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

## **LO3 Manage development of own 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., psychometric tests; development of emotional intelligence, ability to learn, systems thinking etc.

## **LO4 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 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

<b>Unit 7 Developing Organisational Vision and Strategic Direction</b>			
<b>Unit aims</b>	To enable learners to improve their knowledge and understanding of how organisations develop vision and strategic direction. The unit may be of particular interest for learners aiming for leadership roles in either private or public sector organisations.		
<b>Unit level</b>	7		
<b>Unit code</b>	J/650/5366		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners need to show that they understand the importance of a vision for an organisation and how a vision relates to the strategic direction.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors an appropriate organisation on which to base their study. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
1. Understand how to develop an organisational vision and strategic direction	1.1 Explain the processes involved in creating a shared vision for an organisation 1.2 Analyse factors that impact on an organisation's strategic direction and vision	1M1 Create a vision for a named organisation that shows the relationship to strategic direction and strategic planning	1D1 Analyse the strategic direction for a named organisation
2. Understand how to communicate the vision and strategic direction to stakeholders	2.1 Evaluate the effectiveness of methods used to communicate an organisation's vision and strategic direction to its stakeholders		2D1 Produce a plan that communicates the vision and strategic direction to internal and external stakeholders

	<p>2.2 Assess how to build support for an organisation's vision and strategic direction</p> <p>2.3 Assess the challenges and pressures faced by organisations when communicating the vision and strategic direction to stakeholders</p>		
<p>3. Understand how to implement organisational vision and strategic direction</p>	<p>3.1 Analyse how leadership behaviour promotes the achievement of organisational vision and strategic direction</p> <p>3.2 Explain the process for implementing the vision and strategic direction for an organisation</p>	<p>3M1 Evaluate ways in which an organisation might respond to negative factors affecting the implementation of the vision and strategic direction</p>	

**Indicative Content**

**LO1 Understand how to develop an organisational vision and strategic direction**

- Processes involved in creating a vision: written vision and mission statements, values and culture, language, purpose, good practice
- Factors that impact on organisations and their vision: PESTLE – political, economic, social, technological, legal and environmental, government policy, legal requirements, regulatory and accountability issues, best practice and industry trends, global factors, data gathering
- Relationships between vision, strategic direction and strategic planning: strategic goals, evaluation of key factors, criteria for analysis, knowledge to set strategic direction, strategic planning techniques

**LO2 Understand how to communicate the vision and strategic direction to stakeholders**

- Communication methods: understanding audiences, methods, for example, presentations, formats, formal media, social media etc., attitudes – enthusiasm, stressing importance, gaining agreement and acceptance, corporate style, etc. communication systems, external support and expertise, embedding vision
- Stakeholders: Identification of different organisations and their structure, identification of key stakeholders, for example, employees, managers service users, customers, funding bodies, community groups and charities, local and national government, stakeholder groups needs and

wants, stakeholder roles in organisations, stakeholder mapping and methods of engaging stakeholders

- Communicating with external stakeholders: promoting the vision, benefits analysis and promotion, format and language to promote, feedback mechanisms, cost /benefit analysis
- Building support: communicating clearly and effectively, equality issues, challenging behaviours, language, attitudes that do not support organisational vision, negotiation skills, changing systems, procedures, models of change

### **LO3 Understand how to implement organisational vision and strategic direction**

- Leadership behaviour: leadership and management styles, managing the change, acting as a role model to promote and embed the vision, challenging behaviours, attitudes, values etc. that do not support the vision, importance of personal credibility and belief
- Embedding the vision; models for approaching change in the organisation e.g., top down, bottom up, consultative styles etc. identification of procedures, activities, values, language not consistent with vision and replacing them, organisational culture
- Setting strategic direction; links between vision and objectives, strategic objectives – format, content, writing objectives, etc., role of stakeholders
- Strategic planning process; format and contents of strategic plan, development of strategic plan, resource allocations, targets, criteria for success

### **Suggested Resources**

Barnes, D., 2018, Operations Management: an International Perspective, Bloomsbury Publishing

Brown, B., 2018, Dare to Lead: Brave Work, Tough Conversations, Whole Hearts, Random House

Bryson, J.M., 2018, Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, John Wiley & Sons

Cornelissen, J.P., 2020, Corporate Communication: A Guide to Theory and Practice, Corporate Communication, pp.1-336

Gold, J. and Anderson, L., 2017, Developing Leadership and Management Skills, Kogan Page Publishers.

Kotter, J.P., 2012, Leading Change, Harvard Business Press

Kouzes, J.M. and Posner, B.Z., 2018, The Student Leadership Challenge: Five Practices for Becoming an Exemplary Leader, John Wiley & Sons

Mullins, L.J., 2016, Management and Organisational Behaviour, 11<sup>th</sup> Edition, Pearson

### **Websites**

[www.cipd.co.uk](http://www.cipd.co.uk) - Chartered Institute of Personnel and Development

<https://www.institutelm.com/> - Institute of Leadership and Management

<b>Unit 13 Strategic Human Resource Management</b>			
<b>Unit aims</b>	The aim of this unit is to help learners acquire knowledge and understanding of human resource management strategy and its impact on the efficiency of an organisation.		
<b>Unit level</b>	7		
<b>Unit code</b>	D/650/5372		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors appropriate organisations on which to base their study. Tutors need to ensure that the organisations chosen are suitable. Where appropriate, learners may use just a single organisation to satisfy assessment requirements. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
1. Understand the factors affecting human resource management strategies in organisations	1.1 Analyse the effect of organisational structure and culture on organisational human resource management strategies  1.2 Assess the importance of financial resources in creating a human resource management strategy	1M1 Analyse the impact of legislation on human resource management strategies	
2. Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations	2.1 Analyse different models of strategic human resource management  2.2 Explain how human resource management contributes to the	2M1 Evaluate different models of preparing strategic human resource management plans for an organisation	

	achievement of strategic plans		
3. Understand how to prepare human resource management strategies for organisations	3.1 Assess factors to be considered when preparing human resource management strategies 3.2 Evaluate key elements of a human resource management strategy	3M1 Analyse how internal and external factors impact on the elements of human resource management strategies	3D1 Evaluate the model used by a named organisation in the development of its human resource management strategy
4. Can develop a human resource management strategy for an organisation	4.1 Develop a human resource management strategy for a named organisation 4.2 Explain how the proposed human resource management strategy will support achievement of business objectives		4D1 Assess the potential barriers to the implementation of a human resource management strategy

### Indicative Content

#### LO1 Understand the factors affecting human resource management strategies in organisations

- Organisational structure and culture: flexible working practices, seasonality, mission, leadership styles, size of the organisation, national, international, nature of the business function, hierarchical, flat, functional, centralised, and de-centralised, product based, project, matrix, liquid
- Theories: Handy, Mintzberg, Weber
- Impact of financial resources: availability of labour, skills needs v shortages, cost of labour, productivity, minimum wage, nature of workforce, seasonality, nature of contracts, remuneration packages, reward systems
- Legislation affecting human resource management strategies: equalities legislation, data protection laws and regulations, health and safety laws, contracts of employment, breaks and holiday entitlement, redundancy and dismissal, maternity arrangements
- Current organisational situation: competitive and financial environment, culture of the organisation, organisation strategy, need for human resources
- Human resource plans and policies: e.g., recruitment and selection, learning and development, performance management, staffing adjustments, talent management

#### LO2 Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations

- HRM models: e.g., best practice, contingency, Harvard Framework; Guest, Patterson, HRM and personnel management, HRM activities
- Contribution to achievement of strategic plans: alignment of organisation and SHRM plans, human capital, SHRM
- Contribution to organisational performance: e.g., growth of the business, reduction in business, change to business function, moving sites, impact of technology, labour market competition, increase in efficiency, reduction in overall budget
- Planning: purpose of plan e.g., identifying need for new talent, re-skilling and up-skilling employees; resources required e.g., new equipment, software and associated training; criteria for success; financial implications; SMART targets; key milestones, contingency plans
- Planning models: e.g., human capital strategy, People Maturity Model, top-down bottom up, goal based, issue based, alignment, scenario, organic, 5-P model

### **LO3 Understand how to prepare human resource management strategies for organisations**

- Factors to consider: government policies (e.g., employment, education, training, industrial, regional); personnel requirements (e.g., numbers, skill sets, training, experience); internal and external factors (e.g., workforce profiles, skills availability, labour market competition, outsourcing, forecasting, gap analysis)
- Government legislation affecting human resource management strategies: e.g., rights for disabled workers, equal opportunities legislation, data protection laws, health and safety laws, contracts of employment, breaks and holiday entitlement, redundancy and dismissal, maternity arrangements etc.
- Current organisational situation: competitive and financial environment, culture of the organisation, organisation strategy, need for human resources, human resource plans and policies e.g., recruitment and selection, learning and development, performance management, staffing adjustments, talent management

### **LO4 Develop a human resource management strategy for an organisation**

- Decision on the model which will be used: business factors e.g., location of operations, technology, productivity, competition, employee development, business growth, contraction, financial implications and skills requirements.
- Alignment of SHRM to strategic plan and business objective.
- External factors, demand and supply of labour, Government policy.
- Monitoring, performance indicators, quantitative and qualitative measures
- Barriers to implementation e.g., finance, trade union influence, skill availability, resistance to change, lack of alignment, communications, consultation process, timescales, works councils