



Strategic Management and Leadership

Level 7

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Qualification Structures

CMI Level 7 Award in Strategic Management and Leadership

Candidates need to complete any combination of units to a minimum of 6 credits to achieve the qualification

CMI Level 7 Certificate in Strategic Management and Leadership

Candidates need to complete any combination of units to a minimum of 13 credits to achieve the qualification

Units		Credit
Unit 7001	Personal development as a strategic manager	6
Unit 7002	Strategic performance management	7
Unit 7003	Financial management	7
Unit 7004	Strategic information management	9
Unit 7005	Conducting a strategic management project	10
Unit 7006	Organisational direction	9
Unit 7007	Financial planning	6
Unit 7008	Strategic marketing	6
Unit 7009	Strategic project management	6
Unit 7010	Organisational change	7
Unit 7011	Strategic planning	9
Unit 7012	Human resource planning	8
Unit 7013	Being a strategic leader	7
Unit 7014	Strategic leadership practice	7

CMI Level 7 Diploma in Strategic Management and Leadership

Candidates need to complete all core units (Group A) and three optional units (Group B) to a total of at least 66 credits to achieve the qualification

Units		Credit
Group A		
Unit 7001	Personal development as a strategic manager	6
Unit 7002	Strategic performance management	7
Unit 7003	Financial management	7
Unit 7004	Strategic information management	9
Unit 7005	Conducting a strategic management project	10
Unit 7006	Organisational direction	9
Group B		
Unit 7007	Financial planning	6
Unit 7008	Strategic marketing	6
Unit 7009	Strategic project management	6
Unit 7010	Organisational change	7
Unit 7011	Strategic planning	9
Unit 7012	Human resource planning	8
Unit 7013	Being a strategic leader	7
Unit 7014	Strategic leadership practice	7

Title:	Personal development as a strategic manager				
Unit aim:	This unit is about the leadership skills required by a manager to operate effectively at a strategic level.				
Level:	7	Unit Number:	7001	QCA Unit Number	A/501/5017
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify personal skills to achieve strategic ambitions		1.1 Analyse the strategic direction of the organisation 1.2 Evaluate the strategic skills required of the leader to achieve the strategic ambitions 1.3 Assess the relationship between existing, required and future skills to achieve the strategic ambitions			
2. Be able to manage personal leadership development to support achievement of strategic ambitions		2.1 Discuss the opportunities to support leadership development 2.2 Construct a personal development plan to direct leadership development 2.3 Devise an implementation process for the development plan			
3. Be able to evaluate the effectiveness of the leadership development plan		3.1 Assess the achievement of outcomes of the plan against original objectives 3.2 Evaluate the impact of the achievement of objectives on strategic ambitions 3.3 Review and update the leadership development plan			
4. Be able to promote a healthy and safe environment that supports a culture of quality		4.1 Assess the impact of corporate and individual health and safety responsibilities on the organisation 4.2 Estimate an organisational culture of quality on the achievement of strategic ambitions			

Title:	Strategic performance management				
Unit aim:	This unit is about ensuring that the performance of the team contributes to meeting strategic objectives.				
Level:	7	Unit Number:	7002	QCA Unit Number	F/501/5018
Credit value:	7	Guided Learning Hours	25		
Learning outcomes	Assessment criteria				
<i>The learner will:</i>	<i>The learner can:</i>				
1. Be able to set performance targets of teams to meet strategic objectives	1.1 Assess the links between team performance and strategic objectives 1.2 Evaluate tools and techniques available to set team performance targets 1.3 Assess 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 Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives 2.3 Relate the application of delegation, mentoring and coaching to the achievement of the organisational objectives 2.4 Evaluate a team performance plan to meet organisational objectives				
3. Be able to monitor actions and activities defined to improve team performance	3.1 Assess the process for monitoring team performance and initiate changes where necessary 3.2 Evaluate team performance against agreed objectives of the plan 3.3 Evaluate the impact of the team performance in contributing to meeting strategic objectives				
4. Be able to apply influencing and persuading skills, to the dynamics and politics of personal interactions	4.1 Determine influencing and persuading methodologies to gain the commitment of individuals to a course of action 4.2 Discuss the impact of individual dynamics, interests and organisational politics on securing the commitment of individuals to a course of action				

Title:	Financial management				
Unit aim:	This unit is about understanding financial data, and developing and making judgements on proposals against strategic objectives.				
Level:	7	Unit Number:	7003	QCA Unit Number	J/501/5019
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to analyse financial data		1.1 Determine how to obtain financial data and assess its validity 1.2 Apply different types of analytical tools and techniques to a range of financial documents and formulate conclusions about performance levels and needs of stakeholders 1.3 Conduct comparative analysis of financial data 1.4 Review and question financial data			
2. Be able to assess budgets based on financial data to support organisational objectives		2.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets, legal requirements and accounting conventions 2.2 Analyse the budget outcomes against organisation objectives and identify alternatives			
3. Be able to evaluate financial proposals for expenditure submitted by others		3.1 Identify criteria by which proposals are judged 3.2 Analyse the viability of a proposal for expenditure 3.3 Identify the strengths and weaknesses and give feedback on the financial proposal 3.4 Evaluate the impact of the proposal on the strategic objectives of the organisation			

Title:	Strategic information management				
Unit aim:	This unit is about using management information to inform and support strategic decision making.				
Level:	7	Unit Number:	7004	QCA Unit Number	K/501/5398
Credit value:	9	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand the impact of management information on decision making		1.1 Identify the features of data and information 1.2 Determine the criteria to be applied when selecting data and information to support decision making 1.3 Evaluate the impact of a management information system to an organisation			
2. Be able to understand the importance of information sharing within the organisation		2.1 Determine the legal responsibilities in sourcing, sharing and storing information 2.2 Discuss when information should be offered and access allowed 2.3 Evaluate the formats in which information can be offered			
3. Be able to use information to inform and support strategic decision making		3.1 Analyse information to identify patterns and trends 3.2 Evaluate a range of decision making tools and techniques available to support a strategic decision 3.3 Determine the sources available to assist in analysing data and information			
4. Be able to monitor and review management information		4.1 Identify methods of evaluating management information within an organisation 4.2 Discuss processes for analysing impact of information on strategic decisions made 4.3 Determine methods of developing information capture to inform and support strategic decision making			

Title:	Conducting a strategic management project				
Unit aim:	This unit is about identifying, researching and producing the results on an investigative project, and evaluating its impact.				
Level:	7	Unit Number:	7005	QCA Unit Number	F/501/5021
Credit value:	10	Guided Learning Hours	35		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify and justify a strategic investigative project		1.1 Determine a topic of investigation that has a strategic implication 1.2 Discuss the aim, scope and objectives of the project 1.3 Justify the topic of investigation and its aim, scope and objectives 1.4 Evaluate the project research methodology, including the project structure and research base			
2. Be able to conduct research, using sources, and synthesise data and options		2.1 Identify 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 Determine an option or alternative that supports the project aims			
3. Be able to draw conclusions and make recommendations that achieve the project aim		3.1 Evaluate the research analysis to enable conclusions to be made 3.2 Recommend a course of action that achieves the project aim 3.3 Analyse the impact of the recommendations			
4. Be able to develop and review the results of the investigative project		4.1 Evaluate the medium to be used to present the result of the project 4.2 Produce the results of the investigative project 4.3 Evaluate the impact of the investigative project			

Title:	Organisational direction				
Unit aim:	This unit is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives.				
Level:	7	Unit Number:	7006	QCA Unit Number	J/501/5022
Credit value:	9	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to review and determine the organisational strategic aims and objectives		1.1 Identify the current strategic aims and objectives 1.2 Undertake an evaluation of the component parts of a strategic plan 1.3 Analyse the factors affecting the strategic plan			
2. Be able to identify and analyse progress towards organisational strategic aims and objectives		2.1 Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives 2.2 Review and assess the expectations of all stakeholders and their influence upon the organisational strategy 2.3 Analyse, interpret and produce a structured evaluation of the organisational strategic position			
3. Be able to determine and evaluate strategic options to support a revised strategic position		3.1 Identify and develop a range of alternative strategic options to meet strategic aims and objectives 3.2 Determine and justify the strategic option that meets the revised strategic position			

Title:	Financial planning				
Unit aim:	This unit is about identifying, developing, agreeing and monitoring a financial plan that supports strategic objectives.				
Level:	7	Unit Number:	7007	QCA Unit Number	L/501/5023
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how the financial plan supports strategic objectives		1.1 Explain how the strategy of the organisation impacts the financial plan 1.2 Identify the component parts of a financial plan 1.3 Identify issues of risk within a financial plan			
2. Understand the construction of a financial plan		2.1 Identify the level of importance of each component of the plan 2.2 Identify mitigation strategies for high risk components of the plan 2.3 Produce a financial plan			
3. Understand how to promote the financial plan in support of strategic objectives		3.1 Discuss how the plan supports strategic objectives 3.2 Outline an approach to gain agreement for the financial plan 3.3 Identify an evaluation and review measure for the agreed plan			

Title:	Strategic marketing				
Unit aim:	This unit is about identifying, developing, agreeing and monitoring a marketing plan that supports strategic objectives.				
Level:	7	Unit Number:	7008	QCA Unit Number	M/501/5399
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how the marketing plan supports strategic objectives		1.1 Explain how the strategy of the organisation impacts on the marketing plan 1.2 Identify the component parts of a marketing plan 1.3 Identify issues of risk within a marketing plan			
2. Understand the construction of a marketing plan		2.1 Identify the levels of importance of each component of the plan 2.2 Identify mitigation strategies for high risk components of the plan 2.3 Produce a marketing plan			
3. Understand how to promote the marketing plan in support of strategic objectives		3.1 Discuss how the plan supports strategic objectives 3.2 Outline an approach to gain agreement for the marketing plan 3.3 Identify an evaluation and review measure for the agreed plan			

Title:	Strategic project management				
Unit aim:	This unit is about the development of a project plan and its impact on strategic objectives.				
Level:	7	Unit Number:	7009	QCA Unit Number	D/501/5026
Credit value:	6	Guided Learning Hours	20		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the impact of projects and project management on strategic objectives		1.1 Assess the purpose of project planning and management 1.2 Analyse how projects impact on the strategic objectives of an organisation			
2. Understand the elements of a project process and plan		2.1 Describe the roles of a project sponsor and other project stakeholders 2.2 Evaluate need to scope and identify specification to develop a project plan 2.3 Explain the phases necessary in the construction of a project plan			
3. Understand how to implement the project plan and evaluate the outcome(s)		3.1 Describe the process of gaining project implementation agreement 3.2 Assess the methods for securing stakeholder support for project implementation and operations 3.3 Describe the evaluation process to measure project performance (on-going/hand-over) to meet strategic objectives			

Title:	Organisational change				
Unit aim:	This unit is about identifying and developing change strategies to meet organisational objectives.				
Level:	7	Unit Number:	7010	QCA Unit Number	H/501/5027
Credit value:	7	Guided Learning Hours	25		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how to apply solutions to organisational change		1.1 Identify a range of organisational change, models or frameworks 1.2 Apply a range of creative problem solving techniques to address change challenges 1.3 Identify and justify change solutions that link to organisational strategic plans			
2. Understand how to develop a change strategy using implementation models		2.1 Evaluate a range of change implementation models 2.2 Identify the criteria to select a change implementation model that supports organisational change			
3. Be able to analyse an organisational response to change		3.1 Demonstrate the use of analytical tools to monitor the progress and the effect of change 3.2 Assess monitoring and measurement techniques to change within an organisation 3.3 Analyse strategies to minimise adverse effects of change			
4. Understand how to evaluate the impact of change strategies		4.1 Identify the processes to review the impact of the change 4.2 Analyse the results of the impact review 4.3 Present the findings of the change analysis			

Title:	Strategic planning				
Unit aim:	This unit is about the purpose, direction and implementation of strategic plans.				
Level:	7	Unit Number:	7011	QCA Unit Number	M/501/5029
Credit value:	9	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to understand the purpose of a strategic plan		1.1 Identify the organisational strategic aims and objectives 1.2 Determine the alternative strategic options available 1.3 Assess the impact of stakeholder expectations on a strategic plan			
2. Be able to select a strategic direction from analysis of alternative strategic options		2.1 Determine the alternative strategic options available 2.2 Assess priorities and the feasibility of alternative options 2.3 Carry out a risk assessment of preferred alternatives 2.4 Identify and justify the selected strategic directions 2.5 Produce a strategic plan to achieve the selected strategic directions			
3. Be able to implement, evaluate, monitor and review the strategic plan		3.1 Assess the factors to be considered in the implementation of the strategic plan 3.2 Determine the processes required to monitor and review the strategic plan 3.3 Determine the impact of the strategic plan			

Title:	Human resource planning				
Unit aim:	This unit is about the role of human resource planning and the links with strategic objectives.				
Level:	7	Unit Number:	7012	QCA Unit Number	H/501/5030
Credit value:	8	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how the HR plan supports the strategic objectives		1.1 Assess the strategic importance of current, future and anticipated HR requirements 1.2 Analyse how HR planning impacts on the strategic plan			
2. Understand the legal and organisational frameworks for the employment of staff		2.1 Evaluate the current legal requirements influencing a HR plan 2.2 Describe a process for recruitment and selection of new staff (external candidates) that complies with current legislation and organisation requirements			
3. Understand the effect of the organisational environment on staff		3.1 Discuss how organisational culture affects recruitment and retention of staff 3.2 Assess work life balance issues and the changing patterns of work practices			
4. Understand the grievance, discipline and dismissal process		4.1 Identify the process to be followed in a grievance situation 4.2 Describe the stages of a discipline issue that results in dismissal 4.3 Explain the role of ACAS, Employment Tribunals and other external agencies that could be involved in grievance, discipline and dismissal processes			

Title:	Being a strategic leader				
Unit aim:	This unit is about strategic leadership skills and the understanding of ethical and cultural issues within the organisation.				
Level:	7	Unit Number:	7013	QCA Unit Number	K/501/8138
Credit value:	7	Guided Learning Hours	30		
Learning outcomes		Assessment criteria			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the organisation's ethical and value-based approach to leadership		1.1 Analyse the impact of the organisation's culture and values on strategic leadership 1.2 Discuss how organisational specific, legal, regulatory and ethical requirements impact on strategic leadership demands 1.3 Evaluate current and emerging social concerns and expectations impacting on strategic leadership in the organisation			
2. Be able to understand strategic leadership styles		2.1 Evaluate the relationship between strategic management and leadership 2.2 Evaluate leadership styles and their impact on strategic decisions 2.3 Discuss why leadership styles need to be adapted in different situations and evaluate the impact on the organisation			
3. Be able to secure achievement of organisation involvement and objectives through strategic leadership		3.1. Develop a culture of professionalism, mutual trust, respect and support within the organisation 3.2 Evaluate the impact of a strategic leader's clear focus in leading the organisation in the achievement of objectives 3.3. Analyse how the strategic leader supports and develops understanding of the organisation's direction 3.4 Discuss how strategic leadership styles are adapted to meet changing needs, and to enable organisational development and commitment			

Title:	Strategic leadership practice				
Unit aim:	This unit is about the links between strategic management and leadership, key leadership principles, theory and organisational strategy.				
Level:	7	Unit Number:	7014	OCA Unit Number	M/501/8139
Credit value:	7	Guided Learning Hours	30		
Learning outcomes <i>The learner will:</i>		Assessment criteria <i>The learner can:</i>			
1. Understand the relationship between strategic management and leadership		1.1 Analyse the concept of managers as effective leaders 1.2 Analyse the concept of leaders as effective managers 1.3 Analyse the balance needed between the demands of strategic management and the demands of strategic leadership			
2. Understand leadership principles that support organisational values		2.1 Evaluate the role of the strategic leader in the creation of the organisation's vision, mission and values, and in the communication of these to others 2.2 Analyse how personal energy, self-belief and commitment impact leadership styles and their application in the strategic environment 2.3 Discuss how ethical leadership engenders empowerment and trust, and identify its impact on organisational practice			
3. Be able to understand leadership strategies and the impact on organisation direction		3.1 Evaluate transformational leadership and identify its impact on organisational strategy 3.2 Evaluate transactional leadership and identify its impact on organisational strategy 3.3 Evaluate situational leadership and identify its impact on organisational strategy			