

# *Programme Handbook*

Level 7 BTEC Professional Certificate  
**Strategic Management and Leadership**

**Programme Title: BTEC Professional Certificate in Strategic Management and Leadership (L7)**

**Unit title:** Unit 1 Strategic Leadership and Management

**Unit code:** 603/5907/9

**Credit value:** 20

**Level:** 7

**Unit Leader:** Dr Chris Bamber, PhD, FCollIT, MASQ, MIQA, MSc, AdvCert.

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## **INTRODUCTION**

Leaders and managers at all levels of an organisation have important roles to play in supporting an organisation's ability to meet its strategic intentions, to remain sustainable and to grow in, more often than not, dynamic and evolving environments.

Building on an understanding and appreciation of contemporary and seminal theories, concepts and models, learners will examine the strategic challenges faced by senior members of an organisation ensuring a competitive advantage. This may be through 'business as usual' activities or through the implementation of change initiatives.

Learners will explore strategic leadership and management in practice where ethics, diversity and performance management are important considerations, especially during times of uncertainty and volatility in operating markets.

Using this knowledge as a basis for examining their own ability and capacity to undertake a strategic leadership and management role, learners will consider those qualities and traits exhibited by effective strategic leaders and managers before reflecting on and critiquing their own skills and behaviours. This will lead to the production of a logical and relevant professional development plan in which they identify appropriate actions for improvement.

I welcome our learners for the January 2023 intake. I am sure this course will help hone your skills as a leader and your ability to contribute successfully to strategic development, deployment and change management.

Good Luck and look forward to seeing you in January 2023.

Dr Chris Bamber, Programme Manager

## Qualification and Summary

<b>Qualification Title</b>	<b>Pearson BTEC Level 7 Certificate in Strategic Management and Leadership</b>
Start Date	January 2023
Entry requirements	This qualification is for learners above age 19. There are no specific entry requirements however learners must have sufficient capacity or experiential learning to undertake the qualification.
Guided Learning Hours	(GLH) 45
Total Qualification Time	200 hours
Credit value	20
Assessment	The unit (only one in this qualification) is assessed using assignments that are set and marked by the centre.
Unit grading information	Pass
Qualification grading information	Pass

## Learning outcomes and assessment criteria

To pass this programme and single unit, the learner needs to meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

<b>LO</b>	<b>Learning Outcome</b>	<b>AC</b>	<b>In this assessment you will have the opportunity to present evidence that shows you are able to:</b>
1	Understand the concept of strategic leadership and management	A.1	Critically examine contemporary and seminal theories, concepts and models related to strategic leadership and management
		A.2	Critically discuss the relationship between an organisation and strategic leadership and management
		A.3	Assess contemporary contexts and challenges for strategic leaders and managers
		A.4	Critically evaluate the role of strategic leaders and managers in delivering competitive advantage
2	Understand strategic leadership and management in practice	B.1	Critically discuss performance management as a strategic tool for leaders and managers
		B.2	Analyse the equality and diversity challenges presented to strategic leaders and managers
		B.3	Evaluate the impact of morals, ethics and organisational culture on the behaviour of strategic leaders and managers
3	Understand the role of strategic leadership and management in delivering organisational change	C.1	Discuss the relationship between organisational strategy and change
		C.2	Critically evaluate change as a process and as a concept
		C.3	Critically discuss current and emerging approaches to change implementation
4	Be able to review and develop own skills and behaviours as a strategic leader and manager	D.1	Critically discuss the qualities and traits of effective strategic leaders and managers
		D.2	Critically assess own qualities, traits, skills and behaviours related to strategic leadership and management
		D.3	Develop justified recommendations for developing own strategic leadership and management skills and behaviours

## Unit Content

### Learning outcome A: Understand the concept of strategic leadership and management

- Current and seminal theories, concepts and models; leadership – transformational leadership, servant leadership, followership, adaptive leadership, agile leadership, leader-member exchange theory, contingency leadership, strategic thinking; management – competition-based theory, resource-based theory, agency theory, game theory, strategic modelling.
- The organisation and strategic leadership and management; organisations – classical, scientific, administrative, bureaucratic, neo-classical, modern (open system); organisational structure, organisational behaviour – autocratic, custodial, supportive, collegial; levels of behaviour – individual, group and organisation.
- Current contexts and challenges; globalisation, emerging markets, artificial intelligence, remote working, transparency, equal opportunity, risk management, employee engagement and retention, work force diversity, professional development, state interventions, pace of change, changing demographics, changing stakeholder expectations, needs and interests.
- Role of strategic leaders and managers in delivering strategic objectives; strategy development, decision making, problem solving, entrepreneurs, visionary, financial management, predicting the future, creating the future, environmental assessments, delivering a sustainable business, delivering change.

### Learning outcome B: Understand strategic leadership and management in practice

- Performance management; strategic alignment of resources, employee motivation, recognition and reward, supervisor-subordinate relationship, performance management systems, talent management, talent development, empowerment and delegation, recruitment and selection.
- management, organisational justice, corporate social responsibility, developing an ethical organisation, global diversity.
- Morals, ethics and organisational culture; ethical principles, ethical premises, openness, transparency, rational decision-making, confidentiality, public relations, stakeholder influence, trust, cultural conflicts, individual/group power and politics, Handy's cultural types (role, power, task, person).

### Learning outcome C: Understand the role of strategic leadership and management in delivering organisational change

- Organisational strategy and change: strategic options (e.g. diversification, internationalisation), competitive strategies, interactive strategies, business models, deliberate and emergent strategies, strategic capabilities.
- Change as a process and as a concept: the meaning of change, types of change (developmental, transitional, transformational), levels of change (alpha, beta, gamma), causes of change, reactive and proactive change, the psychology of

change, barriers to change, Lewin's change management model, McKinsey's 7S model, Kotter's change management theory, Bridge's transition model.

- Current and emerging approaches to change implementation: planned change, emergent change, collaboration, the 'lens' of change, change through innovation, intrapreneurship, embracing technology (e.g. robotics and AI), environmental protection, sustainability.

### **Learning outcome D: Be able to review and develop own skills and behaviours as a strategic leader and manager**

- Qualities and traits of effective strategic leaders and managers: articulate, strategic thinker, visionary, disciplined, accountable, high emotional intelligence, motivated, compassionate, open-minded, goal focused, hard decision maker, effective communicator, demonstrates integrity, inspirational.
- Conducting an assessment: 360-degree feedback, reflections on action, reflections in action, being critical, personal SWOT, reflective logs, reflective journals, Myers-Briggs Type Indicator, emotional intelligence assessment, DISC profiling.
- Justifying recommendations: think SMART, logically supported recommendations, recommendation statements, establishment of reasons for the recommendations, provide supporting evidence, indicate actions to take, suggested timeframes, establishment of key performance indicators (KPIs), establishment of key success factors (KSFs).

## **Reading List & Useful Websites**

### **Textbooks**

Adair, J. (2010), *Effective Strategic Leadership: The Complete Guide to Strategic Management*, 1<sup>st</sup> Edition published by MacMillan in 2001, Re-published by Pan Books in 2010.

Cohen, S. R. (2020), *The 7 Habits Of Highly Effective People: Revised and Updated: 30th Anniversary Edition*, Simon and Schuster.

Gold J, Thorpe R and Mumford A – *Leadership and Management Development* (CIPD, 2010) ISBN 1843982447.

Kouzes J M and Posner, B Z – *The Leadership Challenge*, 4th Edition (Jossey-Bass, 2008) ISBN 0787984922.

Mullins L J – *Management and Organisational Behaviour*, 9th Edition (Financial Times/Prentice Hall, 2010) ISBN 0273724088.

### **Websites**

[www.cipd.co.uk](http://www.cipd.co.uk)

Chartered Institute of Personnel and Development

<a href="http://www.leadershipnow.com">www.leadershipnow.com</a>	Articles and blogs on leadership challenges
<a href="http://www.managementhelp.org">www.managementhelp.org</a>	Free management library for articles and blogs on leadership development planning
<a href="http://www.managers.org.uk">www.managers.org.uk</a>	Chartered Management Institute – searchable database which members can use to access journal articles and other publications

**Learners could also consider using the following information:**

<https://strategicmanagementinsight.com/tools/benchmarking/>  
Useful discussion of Benchmarking and associated strategic management tools and techniques

[www.toolshero.com/management/cultural-web-analysis/](http://www.toolshero.com/management/cultural-web-analysis/)  
Useful discussion of cultural web analysis

## **What could the qualifications lead to?**

BTEC Level 7 Professional Certificate in Strategic Management and Leadership support progression to further post-graduate study.

You could progress with OLC (Europe) Ltd on to the Pearson BTEC Level 7 Diploma in Strategic Management and Leadership (603/5908/0). Further progression could lead to the Pearson BTEC Level 7 Extended Diploma in Strategic and (603/5909/2) Leadership Management.

These qualifications support career progression. Learners who have completed a BTEC Level 7 Professional qualification in Strategic Management will be ready to work in the role of a strategic manager.

## **Further information on programme management and quality oversight**

**For OLC (Europe) Ltd academic policies and operational policies see**  
<https://olceurope.com/college-policy>

**For Pearson Programme Specification see**  
<https://qualifications.pearson.com/en/qualifications/btec-specialist-and-professional-qualifications/team-leading-and-management/btec-professional-strategic-management-and-leadership-l7-2021.html>

## Assignment Brief and Guidelines

<b>Unit number and title</b>	Unit 1: Strategic Leadership and Management
<b>Qualification</b>	Pearson BTEC Level 7 Professional Qualifications in Strategic Management and Leadership
<b>Start date</b>	Thursday 23 <sup>rd</sup> March 2023
<b>Deadline/hand-in</b>	Sunday 2 <sup>nd</sup> April 2023 11:59PM
<b>Assessor</b>	Dr Chris Bamber

<b>Assignment title</b>	Strategic Management and Leadership
<b>Purpose of this assignment</b>  This assignment will provide you with an in-depth understanding of the interrelationships and interconnectivity between strategic management, leadership and organisational strategic intent. You will demonstrate the skill and competence to apply strategic thinking and strategic application to an organisation you are familiar with.  This assignment must be answered in relation to the organisation you currently work in or an organisation that you have knowledge of.	
<b>Scenario</b>  You are a Senior Business Analyst who has been appointed by an organisation to produce an Executive Report that investigates strategic management and leadership in the context of the organisation's business strategic intent. The organisation has recently adapted a business risk approach which identified many changes in the competitive environment in the markets which it operates. The senior leadership team have therefore acknowledged a need to plan for and manage their business systems, process and business dynamics.  The strategy will be based on your situational analysis of the organisation's strategic management and leadership needs and must be supported by your findings from research of relevant theories and models.	
<b>Task 1 (LO 1: AC A.1, A.2, A.3, A.4)</b>  You need to provide critical evaluation of your situational analysis of an organisation which relates to strategic leadership and management by investigating current challenges and contexts for leaders and managers when they are driving competitive advantage in their sector.  You must reference your findings to relevant management and leadership concepts, models and theories.	



**Task 2 (LO 2: AC B.1, B.2, B.3)**

You need to provide a critical discussion of an organisational behavioural analysis that considers how strategic leadership and management are delivered in respect of equality and diversity challenges and impacts of morals, ethics and organisational culture on management behaviour.

Include research on how performance measurement, control and improvement can be used as a tool for driving organisational behaviour towards achieving the strategic intent of the organisation.

**Task 3 (LO 3: C.1, C.2, C.3)**

With reference to critiques delivered in Task 1 and Task 2 that you have provided, describe the role of strategic leadership and management in delivery of organisational change. Included in your description you must critical evaluate the organisations change management processes and concepts.

You must also provide a critical discussion of current and emerging theories of change with reference to various modern approaches and concepts to the implementation of change.

**Task 4 (LO 4: AC D1, D2 and D3)**

Provide findings on the qualities and traits of effective strategic leaders and managers and critical discuss your findings in the context of work place leadership interrelationships.

Critically assess your own skills, competencies, personality and behaviours and justify recommended development of your own skills and behaviours appropriate to a career in strategic leadership and management.

<b>Evidence checklist</b>	<b>Summary of evidence required by student</b>
Task 1, 2, 3 Submit via Turnitin	An Executive Report of length approx. 3,500 words including an executive summary of no more than 700 words to include a reference list. The reference list is not included in the word count.
Task 4 Submit via Turnitin	A Personal Continuing Professional Development Plan derived from a self-analysis of your skills and competencies of no more than 1500 words or equivalent. To include a reference list if applicable and supported by valid evidence. The reference list is not included in the word count. Note: If a self-analysis tool(s) are used this will not be included in the word limit.

## General guidance about assessment evidence

All research evidence and critical analysis of theories or concepts must be appropriately referenced within the Executive Report and within the student's own Personal Continuing Professional Development Plan.

Students must submit a signed declaration that the work submitted is their own.

## Specific Guidance on Assignment

Task	Indicative content students might want to consider in their evidence
<p>Task 1 (LO 1: AC A.1, A.2, A.3, A.4)</p> <p>Perhaps 1,000 words</p>	<ul style="list-style-type: none"> <li>Adoption of at least one situational analysis tool, such as Benchmarking Techniques, Porter's Value Chain, McKinsey's 7S Model or The resource-based view (RBV). – A1</li> <li>Explanation of the competitive advantage of the organisation using at least one analysis tool, such as SWOT, Porters 5 Forces, PESTEL or BCG matrix. - A3</li> <li>Critically discuss with reference to the tools used the relationship between the organisation and its strategic leadership and management – A2</li> <li>Critically evaluate the role of strategic leaders and managers in delivering competitive advantage as identified using competitive analysis tools – A4</li> </ul>
<p>Task 2 (LO 2: AC B.1, B.2, B.3)</p> <p>Perhaps 1,000 words</p>	<ul style="list-style-type: none"> <li>Providing evidence and discussion of policy statements, strategic intent, organisational vision statements or procedures relating to diversity, moral and ethos of the organisation, Investors in People Framework or showing relevant KPIs or Performance Metrics – B2</li> <li>Use the evidence to give a critical discussion of performance management as a strategic tool for leaders and managers -B1</li> <li>Use a cultural web analysis to framework an evaluation of the impact of morals, ethics and organisational culture on the behaviour of strategic leaders and managers. – B3</li> </ul>
<p>Task 3 (LO3: AC C.1, C.2, C.3)</p> <p>Perhaps 1,000 words</p>	<ul style="list-style-type: none"> <li>Using two or more Change Management Theories and Models (i.e. step-wise programmes etc, PDCA, MOT charts, Hoshin Planning, etc) to critically discuss current and emerging approaches to change implementation – C1</li> <li>Discussion using three or four examples of how organisational strategy leads to change and how changing environments leads to strategic direction– C2</li> <li>Critically evaluate change as a process and as a concept, for instance how leaders can overcome barriers to change or how the grieving cycle relates to change in an organisation. – C3</li> </ul>
<p>Task 4 (LO4: AC D.1, D.2, D.3)</p> <p>This is a CPD Plan for your own development</p>	<ul style="list-style-type: none"> <li>Provide a critical self-analysis using one or more tools (such as MBTi, Belbin Team Roles, NHS Leadership Assessment Tool, Personal SWOT, etc) – D2</li> <li>Critically discuss the qualities and traits of effective strategic leaders and managers with reference to the above analysis and theories of leadership and management. – D1</li> <li>Provide a plan of activities for improving your own leadership skills and competencies towards your next career step (similar formatting to the NHS Leadership Assessment Tool maybe used). - D3</li> </ul>

**PROPOSED OUTLINE OF PROGRAMME (subject to change)**

**Weekly Sessions will be at 230pm via Microsoft TEAMS**

**Your direct contact to the tutor is [cbamber@olceurope.com](mailto:cbamber@olceurope.com)**

**Week 1** – Introduction to the Unit content and the Unit assessment, followed by an introduction to the purpose and structure and the outline of the program of study.

*26<sup>th</sup> January 2023*

**Week 2** – Concepts of Leadership and Management

*2<sup>nd</sup> February 2023*

**Week 3** – Situational Analysis Tools and Techniques

*9<sup>th</sup> February 2023*

**Week 4** – Managing Organisational Change

*16<sup>th</sup> February 2023*

**Week 5 – Reading Week (week commencing 20th January)**

**Week 6** – Self Assessment and Self-Analysis methods

*2<sup>nd</sup> March 2023*

**Week 7** – Team Leadership and Team Development

*9<sup>th</sup> March 2023*

**Week 8** – Understanding and Measuring Organisational Culture

*16<sup>th</sup> March 2023*

**Week 9** – Case Study Reviews and Examples of Strategic Leadership

*23<sup>rd</sup> March 2023*

**Week 10 – Assignment Submission Support Session**

*30<sup>th</sup> March 2023*

*Re-submissions deadline will be by the 16<sup>th</sup> May 2023*