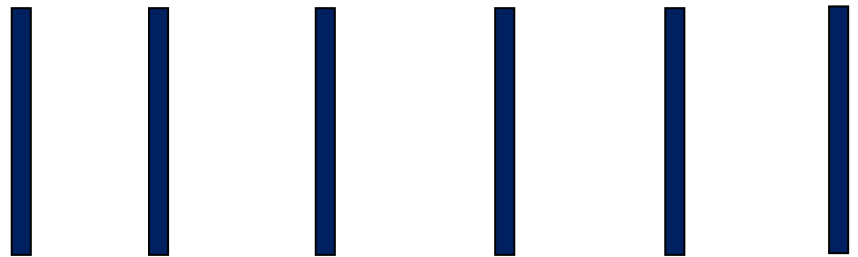# LEVEL-7 DIPLOMA IN BUSINESS STRATEGY

Online Course | Tutor is available to students | Qualification listed on OfQual website

44-7388826841

+44-203-608-0338

admissions@lspm.org.uk

Live chat, visit www.LSPM.org.uk

UK Provider Reference Number (UKPRN) : 10063255

Duration: 6 Months / 9 Months

Fees: GBP £1250 / GBP £950

Credits	Awarding body	Delivery mode
120	QUALIFI,UK	Online

Contents

Entry Criteria

The qualification has been designed to be accessible without artificial barriers that restrict access and progression. Entry to the qualification will be through centre interview and learners will be expected to hold the following

- Level 6 Qualification or;
- First Degree.

In certain circumstances, managers with considerable experience but no formal qualifications may be considered, subject to interview and being able to demonstrate their ability to cope with the demands of the programme.

In the case of applicants whose first language is not English, then IELTS 6 (or equivalent) is required. International Qualifications will be checked for appropriate matriculation to UK Higher Education postgraduate programmes. The applicants are normally required to produce two supporting references, at least one of which should preferably be academic.

Qualification Structure

The overall structure of the course is based on eight units that cover a number of topics relating to learning outcomes. All units are mandatory.

Learners will be invited to attend lectures and workshops that will introduce the subject matter. Learners must complete all units successfully and achieve 120 credits before the Diploma can be issued.

Formative assessments (weighted at 0%) may be used in lectures or tutorials to check knowledge and understanding of specific topics and subject areas.

QUALIFI Level 7 Diploma in Business Strategy

The Level 7 Diploma focuses on developing understanding, skills and abilities to equip the learner with the awareness and aptitudes to be an effective strategic business manager.

Learners must complete all 8 mandatory units.

Unit Reference	Mandatory Units	Level	Credit
Y/506/9133	Research Methods	7	20
J/506/9064	Development as a Strategic Manager	7	15
M/506/9074	Strategic Marketing	7	15
D/506/9071	Finance for Managers	7	15
D/506/9068	Strategic Direction	7	15
Y/506/9070	Strategic Planning	7	15
H/618/0795	Creative and Innovative Management	7	15
K/618/0796	Managing Corporate Responsibility in the Wider Business Environment	7	10

Progression and Links to other QUALIFI Programmes

Learners completing the **QUALIFI Level 7 Diploma in Business Strategy** can progress to:

- the QUALIFI Level 8 Diploma in Strategic Management and Leadership, or
- a university partner to complete a dissertation to then receive a full master's degree, or
- directly into employment in an associated profession.

Appendix 1: Unit Descriptors

Unit 701: Research Methods

Unit code: Y/506/9133
RQF level: 7

Aim

The aim of the unit is to develop the learner's knowledge and understanding of academic practice and approaches to research. It utilises a problem-based learning approach to develop your practical competence in aspects appropriate to academic practice and research in business and management.

The unit aims to allow learners to:

- develop the ability to conduct research into business and management issues that require familiarity with a range of business data, research sources and appropriate methodologies;

- combine theoretical and practical programme elements and personal development by building the academic skills and qualities within a holistic approach;

- gain confidence and competence in the academic skills required to study successfully at the Master's level and beyond;

- develop the principles and practice of quantitative and qualitative research with a practical view of the whole process from idea to required output;

- define research and development questions;

- find, select and review literature;

- analyse data, interpret data and evidence.

Learning Outcomes and Assessment Criteria

Learning Outcomes	Assessment Criteria
1. Be able to understand and apply different research methods that can provide realistic and applicable outcomes.	1.1 Critically apply the principles and practices of quantitative and qualitative research on a practical level.
	1.2 Define research and development questions and prioritise them in relation to contemporary managerial and business needs.
2. Be able to use standard research methodologies.	2.1 Produce critical literature reviews based upon research methodology.
	2.2 Use methodology, instrumentation and research design appropriate to the specific nature of fieldwork.
	2.3 Critically apply statistical methods.
3. Be able to produce research reports.	3.1 Plan and deliver management research project using research methodologies.
	3.2 Provide written research reports that include data visualisation.
	3.3 Address ethical issues in research.

Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to help manage team performance.

These will include:

- Systems of interest
- Boundary critiques
- Multiple perspectives
- Emergent properties
- Reference systems
- Context is everything
- Diagnosis and analysis
- Your research focus? – some questions
- Your research strategy
- The nature of data and information
- Taxonomy, ontology and epistemology
- Mode 1 and 2 knowledge
- Tacit and explicit knowledge
- Methods and techniques for collecting data and information
- Criteria for selecting data and information/Sources of data and information
- Different types of research

Suggested Resources

- Bruce, I. (2008) Market Research in Practice: Questionnaire Design: How to Plan, Structure and Write Survey Material for Effective Market Research, 2nd ed., London: Kogan Page.
- Bryman, A. (2008) Social Research Methods, Oxford: Oxford University Press.
- Callingham, M. (2004) Market Intelligence: How and why organisations use market research, London: Kogan Page Ltd.
- Cassell, C. & Symon, G. (2004) Essential Guide to Qualitative Methods in Organisational Research, London: Sage.
- Cottrell, S. (2008) The Study Skills Handbook, 3rd ed., Basingstoke: Palgrave Macmillan.
- Daymon, C. & Holloway, I. (2011) Qualitative Research Methods in Public Relations and Marketing Communications, 2nd ed., London: Routledge.
- Fink, A. (2009) How to Conduct Surveys a Step by Step Guide, 4th ed., London: Sage Publications.
- Gill, J. & Johnson, P. (2010) Research Methods for Managers, 4th ed., London: Sage Publications.
- Hackley, C. (2003) Doing Research Projects in Marketing, Management and Consumer Research, London: Routledge.
- Keegan, S. (2009) Qualitative Research: Good Decision Making Through Understanding People, Cultures and Markets (Market Research in Practice), London: Kogan Page.
- Malhotra, N.K. & Birks, D.F. (2007) Marketing Research an Applied Approach, 3 ed., London: Pearson Education Ltd.
- Yin, R.K. (2008) Case Study Research: Design and Methods, (Applied Social Research Methods), 4th ed., London: Sage Publications

Unit 702: Development as a Strategic Manager

Unit code: J/506/9064
RQF level: 7

Aim

The unit aims to supports 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

Learning Outcomes To achieve this unit a learner must:	Assessment Criteria Assessment of these outcomes demonstrates the learner can:
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.

Indicative Content

The indicative content for learners includes, but is not limited to, the following:

- Approaches to business strategy
- Old and new business models
- Strategy evolution
- Resource based approach to strategy
- Analysis of the environment
- Honey and Mumford learning styles
- Personal development and gap analysis including developing yourself
- Career anchors (Edgar Schein)
- Blanchard, Adair, Blake and Mouton Models on leadership and development
- Argyris' double loop learning
- Reddin's 3D and Belbin's team roles
- Skills competences and know-hows including core and distinctive competences
- Intellectual capital and balance score card methods
- Development of a personal development plan (PDP)
- Health and safety at work
- Erikson's Life Stage Theory
- Nudge Theory
- Psychological Contract
- Kirkpatrick's Learning Evaluation Model
- Erikson's Theory of Personal Development (1902 – 1994)
- Developmental and Sponsorship Mentoring
- Formal and Informal Coaching.

Learners will further be introduced to, and encouraged to discuss, some of the management models, concepts and ideas that could be used to help them set departmental, project, team and their own objectives.

Core Text

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

Suggested Resources

- Organisational Behaviour, ARVINEN MUONDON and PERKINS, KOGAN PAGE
- Human resource Management in a Business Context, KEW and STREDWICK, CIPD
- Strategy and human resource, BOXALL, P. and PURCELL, J. (2008) CIPD
- Learning and Development Talent, Jim STEWART and CLARE RIGG, CIPD
- Contemporary strategy analysis. 6th ed. GRANT, R. (2008), Blackwell.
- Exploring Corporate Strategy, JOHNSON and SCHOLES, PRENTICE HALL
- Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking about Organisations. 6th ed. Stacey, R., (2011), Financial Times Prentice

Unit 703: Strategic Marketing

Unit code: M/506/9074
RQF level: 7

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

Learning Outcomes	Assessment Criteria
To achieve this unit a learner must:	Assessment of these outcomes demonstrates the learner can:
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 these 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.

Indicative Content

- Marketing mix and principles of marketing
- Marketing research
- International marketing planning
- Methods and Techniques for collecting Data and Information
- Basic / Traditional Approaches to Strategy
- Marketing methodologies
- Diffusion of Innovation, Product life cycle and experience curve
- Issues of risk within a marketing plan
- Components of a Strategic Marketing Plan
- Brand & Advertising including Global Brands
- Advertising to Children
- The Regulatory Frameworks
- Use Product/Service Branding
- Behaviours and Attitudes/Behavioural Measures of Loyalty
- Customer Service
- Digital and Global marketing
- Globalization theories and cases in practice.
- Advertising to Children
- The Regulatory Frameworks

Learners will further be introduced to, and encouraged to discuss, some of the management models, concepts and ideas that could be used to help them set departmental, project, team and their own objectives.

Core Text

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

Suggested Resources

- Hollensen, S. (2013) Global Marketing Harlow, 6th Edn. Pearson Education
- Friedman, Thomas L. (2006) The World is Flat: The Globalized World in the Twenty-First Century, Penguin Group, London/New York 978-0-141-03489-8
- Soros, George (2002) George Soros On Globalization, Perseus, New York 1-903985-24-2
- European Journal of Marketing
- International Journal of Bank Marketing
- International Journal of Pharmaceutical and Healthcare Marketing
- International Marketing Review
- Journal of Business & Industrial Marketing
- Journal of Communication Management
- Journal of Consumer Marketing
- Journal of Fashion Marketing and Management
- Journal of Islamic Marketing
- Journal of Product & Brand Management
- Journal of Research in Interactive Marketing
- Journal of Research in Marketing and Entrepreneurship
- Journal of Services Marketing
- Journal of Social Marketing
- Marketing Intelligence & Planning
- Qualitative Market Research
- Marketing Week

Unit 704: Finance for Managers

Unit code: D/506/9071
RQF level: 7

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

Learning Outcomes To achieve this unit a learner must:	Assessment Criteria Assessment of these outcomes demonstrates the learner can:
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 budge.
	2.1 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 others.	3.1 Identify criteria by which proposals can be judged.
	3.2 Critically analyse the viability of a proposal for expenditure.
	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.

Indicative Content

- Context: Financial Accounting and Management Accounting
- Basic accounting concepts, e.g. profit, cash, matching
- Difference between capital & revenue, sources of financial & cost data
- Financial Analysis
- Budgeting and cash flows
- Costing methods and overhead allocations
- Return on Investment calculations
- The role of depreciation
- Cost / profit centres and allocating costs
- Analysis of financial data, cost benefit analysis
- Lean Methods and Lean accounting
- The difference between data and information
- Sources of data and information

Learners will further be introduced to, and encouraged to discuss, some of the management models, concepts and ideas that could be used to help them set departmental, project, team and their own objectives.

Core Texts
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.

Suggested Resources (US)

- Financial Accounting Standards Board
- American Institute of Certified Public Accountants
- International Accounting Standards Board
- International Financial Reporting Standards

Unit 705: Strategic Direction

Unit code: D/506/9068
RQF level: 7

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

Learning Outcomes To achieve this unit a learner must:	Assessment Criteria Assessment of these outcomes demonstrates the learner can:
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.

Indicative Content

In this unit learners will be introduced to some of the concepts, ideas and models that underpin an organisation setting or taking a strategic direction. The models and concepts to be discussed include:

- Evaluate each component part of the chosen strategic plan
- Analyse the factors affecting the strategic plan of your choice
- Internal and external change drivers
- Structured evaluation of the organisation's strategic position
- Strategic options to meet strategic aims and objectives
- Justifying strategic options
- Evaluating the expectations of all stakeholders
- Medelow – Johnson, Whittington and Scholes
- POSIWID and organisational purpose.

Core Text

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

Suggested Resources

- The Art of Strategy. (Avinash K. Dixit)
- Competitive Strategy Techniques. (Professor Michael Porter)
- Blue Ocean Strategy. (W. Chan Kim)
- Good Strategy Bad Strategy. (Richard Rumelt)
- The Lean Start-up. (Eric Ries)
- Strategy. (B. H. Liddell Hart)
- The Innovators Dilemma. (Clayton M. Christiansen)
- Completive Advantage. (Professor Michael Porter)
- Strategic Safari. (Henry Mintzberg)
- Competitive Advantage. (Johnson and Scholes)
- Grant, R., (2007) Contemporary Strategy Analysis 6th Ed., Pearson
- Lynch, R., (2005) Corporate Strategy 4th Ed., F-T/Prentice Hall
- Mintzberg, H., (2007) Tracking Strategies: Towards a General Theory, OUP
- Ringland, G. (2004) Scenario Planning. Wiley
- Van der Heijden, K. (2004) Scenarios: The Art of the Strategic Conversation. Wiley
- Whittington R (2001) What is Strategy – and does it matter? 2nd Ed. Thomson Learning
- Stacey, R., (2011) Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking about Organisations. 6th ed. Harlow, England, New York: Financial Times Prentice Hall.

Unit 706: Strategic Planning

Unit code: Y/506/9070
RQF level: 7

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

Learning Outcomes To achieve this unit a learner must:	Assessment Criteria Assessment of these outcomes demonstrates the learner can:
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.

Indicative Content

In this unit learners will be introduced to the concepts, ideas and models that underpin an organisation setting or taking a strategic direction. The models and concepts briefly discussed include:

- Organisational aims and objectives
- Alternative Strategic Options
- Strategic Tools and Techniques
- Other Tools and Techniques
- Stakeholder expectations
- Strategic options
- Risk Assessment
- Components of a Strategic plan
- How to evaluate, monitor and review a strategic plan.

Core Text

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

Suggested Resources

- Johnson, G, Whittington, R and Scholes, K (2013) Exploring Strategy. London: Financial Times/Prentice Hall.
- Johnson, M. W., Christensen, C. M., & Kagermann, H. (2008). Reinventing your business model. Harvard Business Review, 86(12), 50-59.
- Kaplan, R. S., & Norton, D. P. (2007). Using the balanced scorecard as a strategic management system. Harvard Business Review, 85(7/8), 150-161.
- Markides, C. and Williamson, P. (1996). 'Corporate diversification and organizational structure: A resource-based view'. Academy of Management Journal: 39(2): 340
- Martin, J. and Sayrak, A. (2003). 'Corporate diversification and shareholder value: a survey of recent literature'. Journal of Corporate Finance, 9(1): 37–57.
- Neilson, G. L., Martin, K. L., & Powers, E. (2008). The secrets to successful strategy execution. Harvard Business Review, 86(6), 60-70.
- Johnson, G, Whittington, R and Scholes, K (2011) Exploring Strategy. London: Financial Times/Prentice Hall.
- Strategic management system. Harvard Business Review, 85(7/8), 150-161.
- Martin, J. and Sayrak, A. (2003). 'Corporate diversification and shareholder value: a survey of recent literature'. Journal of Corporate Finance, 9(1): 37–57.
- Porter, M. E. (1996). What is strategy? Harvard Business Review, 74(6), 61-78.
- Sethi, R., Iqbal, Z., & Sethi, A. (2012). Developing New-to-the-Firm Products. The Role of Micropolitical Strategies. Journal of Marketing, 76(2), 99-115. doi:10.1509/jm.09.0308.

Unit 707: Creative and Innovative Management

Unit code: H/618/0795
RQF level: 7

Aim

This unit provides the learner with the understanding to recognise the value to organisations of creative and innovative management ideas and the skills to implement this understanding.

Learning Outcomes and Assessment Criteria

Learning Outcomes To achieve this unit a learner must:	Assessment Criteria Assessment of these outcomes demonstrates the learner can:
1 Understand the importance of creative and innovative management in organisations.	1.1 Evaluate current creative and innovative management processes in an organisation.
	1.2 Explain how to lead others to positively embrace innovation and change.
2 Be able to support creative and innovative management processes for an organisation.	2.1 Assess the influence of vision and mission on generation of creative and innovative management processes in an organisation.
	2.2 Use analytical tools to identify potential creative and innovative management ideas.
	2.3 Assess risks and benefits of creative and innovative management ideas.
	2.4 Use change models to support the implementation of creative and innovative management ideas.
3 Be able to influence others to effect change in an organisation.	3.1 Produce an appropriate rationale to persuade stakeholders of an organisation of the benefits of a creative and innovative management idea.
	3.2 Communicate a creative and innovative management idea to stakeholders of an organisation.
	3.3 Establish key goals and priorities for implementation of a creative and innovative management idea using feedback from stakeholders.
4 Be able to plan to overcome barriers to implementation of creative and innovative management ideas in an organisation.	4.1 Assess the barriers to the implementation of a creative and innovative management idea in an organisation.
	4.2 Plan a strategy to overcome identified barriers to the implementation of a creative and innovative management idea in an organisation.
	4.3 Explain how a strategy plan for overcoming barriers will ensure innovative change is achieved.
	4.4 Communicate a strategy plan for overcoming barriers to relevant stakeholders in an organisation.

Indicative Content

- Organisational processes: processes for the evaluation, selection and development of ideas; ideas – value chain, inside/outside, cross-pollination, selection, development, diffusion; role of incubation.
- Leading the case for innovation: leadership styles and behaviours – strengths, adopting appropriate style for different circumstances; theory and practice of influencing and motivating others.
- Relationship between transformational and transactional change; decision-making processes and style. Perceptions and motivational influences and how to influence them.
- Different methods of communication – strengths and weaknesses in different circumstances
- Vision and mission: influence of vision and mission; indicators of organisational performance; influence of an organisational strategic plan and business plan on innovation.
- Methods; concept that policies and procedures are supported by a culture that reinforces consistently what the organisation is about.
- Tools for creative and innovative solutions: theory and application of lateral thinking, visioning and problem-solving techniques; theory and use of analytical tools – SWOT (strengths, weaknesses, opportunities, threats), PESTLE (political, economic, social, technological, legal, environmental) analysis; cost-benefit analysis; decision-making processes and styles.
- Risks: risk analysis, risk management techniques.

    Benefits and limitations of innovation: benefits – first to market, premium prices, large market share, increased shareholder return, increased employee motivation and morale, improved systems and processes.
- Limitations – risk, investment needed, continual change; expertise in organisation, technological know- how; strategy – strengths and weaknesses.

Core Text

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

Suggested Resources

- Ashkenas R, Ulrich D, Jick T and Kerr S – *The Boundaryless Organization* (Jossey-Bass, 2002) ISBN 078795943X
- Birkinshaw J and Hagström P — *The Flexible Firm* (Oxford University Press, 2001) ISBN 0199248559
- Cairncross F – *The Death of Distance* (Harvard Business School Press, 2001) ISBN 157851438X
- Christensen C – *Innovation and the General Manager* (McGraw-Hill, 2002) ISBN 0071183809
- Christiansen J A – *Competitive Innovation Management: Techniques to Improve Innovation Performance* (Palgrave USA, 2003) ISBN 0312230257
- Clegg B – *Creativity and Innovation for Managers* (Butterworth-Heinemann, 1999) ISBN 0750642556
- Drucker P F – *Innovation and Entrepreneurship* (Butterworth-Heinemann, 2007) ISBN 0750685085
- Financial Times – *Mastering Global Business* (Financial Times/Prentice Hall, 1998) ISBN 0273637061
- David Ford D, Gadde L E, Håkansson H and Snehota I – *Managing Business Relationships* (John Wiley and Sons, 2003) ISBN 0470851252
- Galbraith J R – *Designing the Global Corporation* (Jossey-Bass, 2000) ISBN 0787952753

- Gupta A K and Westney E – *Smart Globalization: Designing Global Strategies, Creating Global Networks* (Jossey-Bass, 2003) ISBN 0787965324
- Hammer M and Champy J – *Reengineering the Corporation: A Manifesto for Business Revolution* (Harper, 2004) ISBN 0060559535
- Hofstede G and Hofstede G J – *Cultures and Organizations: Software for the Mind* (McGraw-Hill Professional, 2004) ISBN 0071439595
- Jones T – *Innovating at the Edge* (Butterworth-Heinemann, 2002) ISBN 0750655194
- Konopaske R and Ivancevich J M – *Global Management and Organizational Behavior* (McGraw-Hill Education, 2003) ISBN 0071232516

- Mead R and Andrews T G – *International Management: Culture and Beyond, 4th Edition* (Wiley-Blackwell, 2009) ISBN 1405173998
- Mercado S, Welford R and Prescott K – *European Business, 4th Edition* (Financial Times/Prentice Hall, 2000) ISBN 0273646001
- Mole J – *Mind Your Manners, 3rd Edition* (Nicholas Brealey Publishing, 2003) ISBN 1857883144
- Neuhauser P, Bender R and Stromberg K – *Culture.Com: Building Corporate Culture in the Connected Workplace* (John Wiley and Sons, 2000) ISBN 0471645397
- Schneider S C and Barsoux J L – *Managing Across Cultures* (Financial Times/Prentice Hall, 2002) ISBN 027364663X

Unit 708: Managing Corporate Responsibility in the Wider Business Environment

Unit code: K/618/0796
RQF level: 7

Aim

This unit provides the learner with an understanding of the effect of legislation and global integration on decisions, policies, processes and activities undertaken by organisations.

Learning Outcomes and Assessment Criteria

Learning Outcomes To achieve this unit a learner must:	Assessment Criteria Assessment of these outcomes demonstrates the learner can:
1 Understand the wider implications and effects of global integration on organisations.	1.1 Explain the effects of globalisation on national economies.
	1.2 Discuss the influence of international institutions on organisations.
	1.3 Explain the role and responsibility of European Union membership on the workplace.
2 Understand the importance of responsible corporate governance in organisations.	2.1 Explain the importance of responsible corporate governance in organisations.
	2.2 Analyse the regulatory requirements that shape corporate governance.
	2.3 Evaluate the impact of regulatory requirements on corporate stakeholders' interests in an organisation.
3 Understand the effects of environmental legislation, directives and guidance on organisations.	3.1 Discuss the economics of adopting a policy of environmental awareness in organisations.
	3.2 Explain the actions that need to be taken by organisations to maintain the environment.
	3.3 Describe the measures that exist to improve workplace health and safety practice.
4 Understand the socio-cultural, ethical and moral issues that affect organisations in the current economic environment.	4.1 Analyse the responsibilities of organisations to improving workforce welfare.
	4.2 Compare approaches to the management of diversity in organisations.
	4.3 Compare organisational approaches to ensuring positive policies of workforce diversity.

Indicative Content

- Global integration: international business environment – PESTLE (political, economic, social, technical, legal, environmental) analysis; market size; economies of scale; multinational corporations; transnational corporations.
- International institutions – World Trade Organization (WTO), World Bank, International Monetary Fund (IMF), Organisation for Economic Co-operation and Development (OECD), The Group of Twenty (G-20); global financial stability; capital investment; emerging economies.
- European Union (EU): role, responsibility, EU legislation; EU directives; EU membership; EU business regulations and their incorporation into national law; EU policies e.g. agriculture (CAP), business, competition, growth, employment, education, economics and finance, employment, environment, science and technology, regional, welfare.
- Corporate governance: purposes (direction, oversight, accountability); board responsibilities; transparency; disclosure; objectivity; integrity; ethical behaviour; organisational culture; stakeholders' interests.
- Regulatory requirements: Cadbury report; Rutteman guidance; Greenbury report; Hampel report; Turnbull report; Higgs report; Smith report; Companies Acts (2004, 2006); the 8th Company Law Directive of the European Union (2006), Sarbanes Oxley Act (2002, US).
- Impact on domestic business; UK Corporate Governance Code; stock exchange listing requirements; incorporation of legal and regulatory requirements into organisational policies, practice and procedures
- Environmental legislation: EU legislation; UK legislation; environmental protection (air, environmental permitting, land, waste, water, chemicals); noise and nuisance; climate change; energy conservation etc
- Social, cultural, ethical and moral issues: equal opportunities, diversity; disability; discrimination; racism; harassment; bullying; whistleblowing; privacy; confidentiality.
- Ethical standards in business activities (finance, human resources, marketing, dealing with stakeholders); affirmative action; codes of practice; organisational policies; staff training.

Core Text

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

Suggested Resources

- Crane A and Matten D – *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 3rd Edition* (Oxford University Press, 2010) ISBN 0199564337
- Mallin C A – *Corporate Governance, 3rd Edition* (Oxford University Press, 2009) ISBN 0199566453
- Solomon J – *Corporate Governance and Accountability, 3rd Edition* (John Wiley and Sons, 2010) ISBN 0470695099

Journals/newspapers

- Management Today (Haymarket Business Media) Professional Manager (Chartered Management Institute)
- The Economist (The Economist Newspaper Ltd) has articles on corporate responsibility and governance from time to time
- The Times (Times Newspapers Ltd) has a specialist section on human resource related topics that it publishes once a week

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