

22716C

Developing Strategic Management and Leadership Skills

Unit code: F/602/2058

QCF Level 7: BTEC Professional

Credit value: 10

Guided learning hours: 30

Unit aim

This unit provides the learner with an understanding of the links between strategic management, leadership and organisational direction, and the skills to be able to apply this understanding.

Unit introduction

The main aim of this unit is to investigate how current thinking on leadership influences an organisation's planning to meet current and future leadership requirements. Learners will gain an insight into the current thinking on leadership from an organisational perspective. They will examine the links between strategic management and leadership, particularly the skills a leader needs to support organisational direction. The unit will help learners understand the impact of management and leadership styles on strategic decisions in differing situations, through examining the competences and styles of successful leaders.

Applying management and leadership theories and models to specific situations will enable learners to assess their impact on organisational strategy. The unit will draw on a selection of established principles, including the influence of emotional intelligence on leadership effectiveness. This will enable learners to assess how organisations can plan to meet current and future leadership requirements.

This unit gives an organisational perspective, but it offers learners an insight into how it can contribute to development of their strategic management and leadership skills through assessing requirements for their current or future job roles and measuring these against relevant National Occupational Standards. Learners will develop analytical and long-term planning skills through the use of case studies and research.

Finally, this unit will enable learners to research a range of management and leadership development methods and evaluate their in meeting the skills requirements for effective leadership.

Learning outcomes and assessment criteria

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

On completion of this unit a learner should:

Learning outcomes	Assessment criteria
1 Understand the relationship between strategic management and leadership	1.1 explain the link between strategic management and leadership 1.2 analyse the impact of management and leadership styles on strategic decisions 1.3 evaluate how leadership styles can be adapted to different situations
2 Be able to apply management and leadership theory to support organisational direction	2.1 review the impact that selected theories of management and leadership have on organisational strategy 2.2 create a leadership strategy that supports organisational direction
3 Be able to assess leadership requirements	3.1 use appropriate methods to review current leadership requirements 3.2 plan for the development of future situations requiring leadership
4 Be able to plan the development of leadership skills	4.1 plan the development of leadership skills for a specific requirement 4.2 report on the usefulness of methods used to plan the development of leadership skills

Unit content

1 **Understand the relationship between strategic management and leadership**

Strategic management and leadership: functions of strategic management eg reviewing strategic aims and objectives, improving organisational performance, creating, communicating and implementing change, developing and leading high performance teams, strategic decision making; definitions of leadership eg Mintzberg's 10 Managerial Roles; followership; direct versus indirect leadership; link between strategic management and leadership eg the skills of the leader to achieve the strategic objectives

Management and leadership style: style eg autocratic, bureaucratic, charismatic, laissez-faire, persuasive, participative; influences on style eg culture of organisation, characteristics of the manager/leader; impact of styles on strategic decisions; adapting management and leadership styles in different situations

2 **Be able to apply management and leadership theory to support organisational direction**

Theories: universal theories such as Transformational Leadership, Transactional Leadership (Bennis, Bass), charismatic leadership (Weber, Conger and Kanungo); contingency theory eg Fiedler; situational theories eg Hersey and Blanchard, Vroom and Yetton, tri-dimensional leadership theory (Yukl)

Emotional intelligence: influence on leadership effectiveness, drivers; constrainers and enablers; studies on Emotional Quotient (EQ) eg Goleman, Higgs and Dulewicz

Applicability to support organisational direction: factors eg efficiency, reliability, innovation, adaptation and human resources in sectors, organisations and sub-units; size and stage of development of organisation eg business start-up versus established business; turnaround leadership, cultural issues

3 **Be able to assess leadership requirements**

Assess leadership requirements: generic challenges eg virtual organisations, diversity, globalisation, economic climate, world threats, ethics and corporate social responsibility; e-leadership, mergers and takeovers, restructuring, integrity leadership, diverse teams, partnerships and alliances, regulatory compliance, changes in reporting and control, new technology, interim leadership

4 **Be able to plan the development of leadership skills**

Development of leadership skills: different methods of developing leaders through formal learning, self-help and developmental activities eg training courses, job rotation, seminars, executive coaching, mentoring, companies' own universities, developmental assessment centres, action learning, self-directed learning, reading articles, partnership with key academics; changing methodology in leadership development programmes; benefits of self-help activities eg learning from mistakes, viewing events from multiple perspectives; developing leaders versus recruiting as needed; creating a learning climate; model for assessing future leadership requirements eg Council for Excellence in Leadership and Management diagnostic tools; leadership competencies eg thinking and acting strategically, emotional intelligence, social intelligence, ability to learn, systems thinking

Essential resources

There are no essential resources required for this unit.

Indicative resource materials

Textbooks

Adair J – *Effective Leadership: How to be a Successful Leader* (Pan, 2009)
ISBN 0330504193

Adair J – *How to Grow Leaders: The Seven Key Principles of Effective Leadership Development* (Kogan Page, 2009) 0749454806

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

Journals

Management Today (Haymarket Business Media)

People Management (Chartered Institute of Personnel and Development)

Professional Manager (Chartered Management Institute)

Training Journal (www.trainingjournal.com)

Websites

www.cipd.co.uk

Chartered Institute of Personnel and Development

www.leadershipnow.com

Articles and blogs on leadership challenges

www.managementhelp.org

Free management library for articles and blogs on leadership development planning

www.managers.org.uk

Chartered Management Institute – searchable database which members can use to access journal articles and other publications

www.peterhoney.com

Questionnaires and trainer packs

www.strategicmanagement.net

The Strategic Management

Society