Level 8 Diploma in Strategic Management and Leadership

Qualification Specification and Guidance

January 2015

Contents

Introduction

This document provides key information on Qualifi's Level 8 Diploma in Strategic Management and Leadership.

The qualification has been accredited to the National Qualification Framework (NQF) and each qualification has its own unique Qualification Accreditation Number (QAN). This number will appear on the learner's final certification document. Each unit with the qualification has its own NQF code.

The QAN for these qualifications are as follows:

Qualifi Level 8 Diploma in Strategic Management and Leadership: 601/5362/3

Accreditation Dates

These qualifications are accredited from **1 January 2015 to 31 December 2018** which is the operational dates for centres.

What is the objective/s and benefits of this qualification to learners?

The qualification provides learners with leaning and development to develop their strategic management skills and knowledge.

The qualification provides grounding in core concepts, principles and key skills associated with strategic management. Learners will challenge, critique, analyse, evaluate and synthesize ideas and concepts in the context of their organisations. Underpinning the units are several key concepts and ideas that will assist the learner in their learning and understanding including:

- Relationships - between and across organisations including national and international boundaries which give rise to emergent properties. That is, give rise to properties and interactions which cannot be understood by just examining how individual organisations work.
- Boundary critique – where to draw a boundary and decide what to include and exclude when exploring a problematic situation and the interactions within national and international organisations
- Multiple perspectives – that all the stakeholders/actors and players will have a different world view of the organisation and its intra and inter boundary relationships with other organisations including customers, partners, suppliers, buyers and competitors.
- Emergent properties – that arise as a result of the intra and inter across boundaries relationships.

Whilst the programme is focussed upon organisations that have cross border or global interests and structures the same concepts may also be applied to help understand how organisations work nationally in conjunction with partners, suppliers, buyers and competitors too.

Cross border considerations are where, for example state boundaries in the USA can present substantial legal, political, ethical, social and religious differences but do not necessarily represent a national boundary. The challenges such organisations may face are akin to global organisations where the organisation may have several different company bases. These considerations bring additional complexity to the study of this Level 8 Diploma in Strategic Management.

 The programme will develop the Learner's ability to:

- apply critical reflective thinking and be in a position to challenge and critique management models, concepts and ideas;
- enhance their career by developing advanced knowledge and understanding to systematically and creatively inform their management practices;
- allow them to use appropriate tools and techniques beneficial to leading on strategy within an organisation; and
- Be independent, self-directed learners with the tools and motivation to continue learning, developing and reflecting throughout their careers.

Age appropriate

The level of demand and vocational nature of this qualification requires learners to be 19+.

Qualifi's policies regarding access to our qualifications are:

- Accessibility to all individuals who are capable of reaching the required standard
- Free from any barriers to learning and progression
- Equal opportunities for all those who wish to access qualifications.

Centres should review any prior learning and/or relevant experience for each learner before they undertake these qualifications. Learners with disabilities and specific requirements should have the relevant support made available for the teaching and assessment of these qualifications.

Aims of the Qualification

Level 8 qualifications are designed for directors and senior managers who have the authority across organisations and personal inspiration to translate organisational strategy into effective performance.

The qualifications require directors and senior managers to build on their skills in strategic direction and leadership and to focus on the requirement of inter-organisational strategy.

The Qualifi Level 8 Diploma in Strategic Management and Leadership aims to give learners the opportunity to:

- Gain a recognised advanced qualification from an internationally recognised awarding organisation.
- Learn from a curriculum supported by the most recent content relevant to a contemporary business environment.
- Develop new skills and knowledge that can be strategically applied.
- Prepare for higher-level positions in management through personal and professional development as a leader who thrives in complex and globally diverse environments
- Have assessments marked and moderated by respected professionals with practical experience across a number of business sectors and management fields
- Be supported by a digital online platform and develop a personalised e-portfolio to improve the transparency and portability of the qualification
- Progress along a pathway to at the highest levels of academia

Entry pre-requisites

The qualification has been designed to be accessible without artificial barriers that restrict access and progression. However, learners who enter with at least one of the following are likely to benefit more readily from the programme:

- A Level 7 qualification or Post Graduate Diploma (any discipline); and/or
- Work-related experience at a senior management level.

Recognition of Prior Learning

Recognition of Prior Learning (RPL) is a method of assessment (leading to the award of credit) that considers whether a learner can demonstrate that they can meet the assessment requirements for a unit through knowledge, understanding or skills they already possess and so do not need to develop through a course of learning.

Qualifi encourages centres to recognise learners' previous achievements and experiences whether at work, home and at leisure, as well as in the classroom. RPL provides a route for the recognition of the achievements resulting from continuous learning.

RPL enables recognition of achievement from a range of activities using any valid assessment methodology. Provided that the assessment requirements of a given unit or qualification have been met, the use of RPL is acceptable for accrediting a unit, units or a whole qualification. Evidence of learning must be sufficient, reliable and valid.

Assessment and Marking Arrangements

All units are assessed through the use of assignments set and marked by Qualifi. Assignments specify the assessment tasks and evidence required. Acceptable evidence includes:

- Written reports of between 2500 - 4500 words
- Visual/statistical/numerical items to support written reports.

Units are assessed as stand-alone. However, Centres may propose the assessment of groups of units where the student cohort or individual learners would benefit from this approach. Qualifi would require us to discuss and approve such proposals from Centres.

Assignment tasks will be realistic to reflect the vocational nature of the qualification.

All Learning Outcomes and Assessment Criteria will be assessed.

A pass mark of 40% will be required for a pass.

Setting the Assessment

Qualifi will use its professional associates that work as academics and visiting lecturers in the UK University sector to set and verify assignments.

Each assignment provided by Qualifi will include:

- The assessment tasks and how they address the learning outcomes and assessment criteria for the Unit;
- The assessment evidence required for the Unit; learners will be required to produce a report of between 2500 - 4500 words.

Centres are encouraged to provide formative assessment tasks that support learners in their development. Formative assessment tasks will not contribute to the Learner's final mark.

Marking the Assessment

Qualifi will use its professional associates that work as academics and visiting lecturers in the UK University sector to mark and moderate assignments.

Assessment outcomes and feedback are recorded on the Assessment Marking Template (example Appendix 1).

Qualifi's Quality Assurance Arrangements

Centre must have in place suitably qualified and experienced tutors. The level of demand of the programme and expertise requires that Centres must commit to working with Qualifi and its team of Advisors and EQAs (External Quality Assurers). Continuing Professional Development of tutors is required.

Approved Centres will be monitored by Qualifi EQAs to ensure that learners are provided with appropriate input and guidance.

Qualifi's guidance on preventing plagiarism or collusion will apply. EQA's will also check that the Centre is not providing excessive support to Learners in the production of reports(s).

Qualifi will:

- Appoint assignment setters, markers and moderators;
- Set assignments;
- Mark; and
- Moderate ALL learner reports.

Qualifi will agree marks awarded and issue certificates.

Qualifi Policies

Qualifi's Centre Guide provides Centres with its policy and guidance on:

- Access to Assessment;
- Reasonable Adjustments;
- Special Considerations;

- Enquiries and Appeals;
- Complaints.

In operating this qualification Centres should also make sure they comply with Qualifi requirements for:

- Data Protection;
- Conflicts of Interest;
- Anti-Bribery.

Qualification Structure

The qualification is made up of 7 Mandatory Units for this qualification.

One Unit is Optional and recommended where Learners want to progress to further academic study.

Unit Number	Mandatory Units	Level	GLH
700	Leadership Qualities and Practice	7	80
801	Personal Leadership Development as a Strategic Manager	8	80
802	Strategy Development in Cross Border and Global Organisations	8	80
803	Strategic Planning in Cross Border and Global Organisations	8	80
804	Strategic Direction in Cross Border and Global Organisations	8	80
805	Strategic Communication	8	80
806	Culture and its Impact on Strategy	8	80
Unit Number	Optional Unit	Level	GLH
701	Research Methods	7	80

Guided Learning Hours

The **Level 8 Strategic Management and Leadership Diploma** requires 560 GLH.

Guided learning hours are defined as the time when a tutor, trainer or facilitator is present to give specific guidance towards the learning aim being studied on a programme. This definition includes lectures, tutorials and supervised study in; for example, open learning centres and learning workshops.

Qualification Requirement

To achieve a Pass for each unit, learners must achieve each of the learning outcomes and associated assessment criteria.

To achieve a Pass in the Qualification learners must pass the 7 mandatory units.

Progression and links to other programmes

Learners studying the Qualifi Level 8 Diploma in Strategic Management and Leadership should be able to progress to:

- PhD, subject to having completed the Research Methods unit;
- Other post-graduate level study, such as DBA; or
- A role that provides them with career advancement.

Wider Learning Outcomes

Learners studying for the Diploma in Leadership and Strategic Management will be expected to develop the following skills during the programme of study:

- analysing, synthesising and summarising information critically
- the ability to read and use appropriate literature with a full and critical understanding
- the ability to think independently and solve problems
- applying subject knowledge and understanding to address familiar and unfamiliar problems
- the need for ethical standards and professional codes of conduct
- an appreciation of the interdisciplinary nature of business across both the public and private sector
- capacity to give a clear and accurate account of a subject, assemble arguments in a mature way and engage in debate and dialogue both with specialists and non-specialists.
- to develop transferable skills and knowledge which will enable individuals to meet changing circumstances,
- to motivate individuals to progress to further professional development through future study or as part of their chosen career.

Delivery Guidance

The qualification has been designed to be delivered in a particular unit order to maximise the learning and development opportunities for Learners.

The purpose of Unit 700 module is to provide learners with an introduction to the programme and to the Qualifi Diploma in Strategic Management and Leadership illustrating the depth and scope of the topics to be covered.

This is followed by Unit 701 research methods (where this Optional module is selected) and then QF units:

- Unit 801 - Personal Leadership Development as a Strategic Manager
- Unit 806 – Culture and its Impact on Strategy
- Unit 805 - Strategic Communication

These provide the detail and background required to undertake the final three units:

- Unit 802 - Strategy Development in Cross Border and Global Organisations
- Unit 803 - Strategic Planning in Cross Border and Global Organisations
- Unit 804 - Strategic Direction in in Cross Border and Global Organisations.

The Policy is to allow learners to join programme at any point up to and including units 700; 701; 801; 806 and 805.

Learners will not proceed to units 802; 803 and 804 without successfully completing the prior units.

Units

Unit 700: Leadership Qualities and Practice

Unit code: A/506/9126

NQF level: 7

GLH: 80

Aim

The unit explores the links between leadership and management at the strategic level. Different leadership styles and underlying principles and concepts will be considered.

Unit 700 - Leadership Qualities and Practice	
Learning Outcomes	**Assessment Criteria**
1. Be able to understand the relationship between strategic management and leadership	1.1 Critically analyse the concept of managers as effective leaders
	1.2 Critically analyse the concept of leaders as effective managers
	1.3 Critically evaluate the balance needed between the demands of strategic management and leadership
2. Be able to recognise leadership qualities that support organisational mission and values	2.1 Critically evaluate the role of the leader in the creation of an organisation's vision, mission and values
	2.2 Critically analyse how personal energy, self- belief and responsibility impact leadership styles and their relative success
	2.3 Address how leadership can engender empowerment and trust and how ethical stance affects that and the overall impact on organisational practice
3. Be able to make use of different leadership strategies and understand their impact on organisational direction	3.1 Critically evaluate transformational leadership and the impact on organisational strategy
	3.2 Critically evaluate transactional leadership and the impact on organisational strategy
	3.3 Critically evaluate situational leadership and the impact on organisational strategy

Unit 701: Research Methods

Unit code: Y/506/9133

NQF level: 7

GLH: 80

Aim

The unit develops the Learners academic practice and ability to use research methods.

<table>
<tr>
<th colspan="2">Unit 701 - Research Methods</th>
</tr>
<tr>
<th>Learning Outcomes</th>
<th>Assessment Criteria</th>
</tr>
<tr>
<td>1. Be able to understand and apply different research methods that can provide realistic and applicable outcomes</td>
<td>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</td>
</tr>
<tr>
<td>2. Be able to use standard research methodologies</td>
<td>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</td>
</tr>
<tr>
<td>3. Be able to produce research reports</td>
<td>3.1 Plan and deliver management research projects using research methodologies

3.2 Provide written research reports that include data visualisation

3.2 Address ethical issues in research</td>
</tr>
</table>

Unit 801: Personal Leadership Development as a Strategic Manager

Unit code: F/506/9127

NQF level: 8

GLH: 80

Aim

This unit is about strategic leadership skills required by directors and senior managers to successfully lead international organisational strategic activity working with partners' buyers, suppliers, customers and competitors.

Unit 801 - Personal Leadership Development as a Strategic Manager	
Learning Outcomes	**Assessment Criteria**
1. Be able to identify personal skills required to deliver strategic leadership ambitions	1.1 Critically analyse the needs, goals and aspirations of organisations and people involved in international organisational strategy
	1.2 Critically evaluate the strategic skills required of a leader to achieve identified strategic leadership ambitions
	1.3 Critically assess the relationship between existing, required and future skills to achieve the identified strategic leadership ambitions
2. Be able to manage personal leadership development to support achievement of strategic leadership ambitions	2.1 Critically discuss the opportunities to achieve strategic leadership development
	2.2 Design a personal development plan to achieve strategic leadership development
	2.3 Devise an implementation process for the development plan
3. Be able to evaluate the effectiveness of the strategic leadership development plan	3.1 Critically assess the achievement of outcomes of the plan against strategic needs
	3.2 Evaluate the impact of the achievement of objectives on strategic leadership ambitions
	3.3 Critically review and update the leadership development plan
4. Be able to assess the impact of strategic leadership development on the success of international organisational strategy	4.1 Critically evaluate the extent to which the strategic needs of organisations involved in international organisational strategy are met from existing resources
	4.2 Formulate proposals to develop the strategic leadership resource
	4.3 Critically evaluate the effectiveness of strategic leadership development in achieving advancement of professional leadership practices in organisations

Unit 802: Strategy Development in Cross Border and Global Organisations

Unit code: F/506/9130

NQF level: 8

GLH: 80

Aim

This unit addresses strategy development for cross border or global organisations that face challenges that include political, religious, cultural and social divides and the administrations of organisations operating within particular countries or boundaries.

Unit 802 - Strategy Development in Cross Border and Global Organisations	
Learning Outcomes	**Assessment Criteria**
1. Be able to establish a process for developing and formulating strategy	1.1 Critically analyse the political, social, ethical and operational needs for common strategy in cross border or global organisations and administrations
	1.2 Identify methodologies by which strategy is evolved and developed for cross border or global organisations to enable external collaboration on a national and international basis
	1.3 Critically identify the opportunities for the future development of strategy so as to enhance the impact on the component organisations, administrations and key stakeholders
2. Be able to analyse and evaluate the factors that influence strategy	2.1 Critically discuss what collective strategy is and how it is formed from the policies of the organisations, administrations and key stakeholders
	2.2 Identify with critical commentary upon the key policy and strategy issues that influence strategy
	2.3 Explicate how strategy is influenced by the reality of factors including political, global, public interest, media impact, and social, cultural and religious in the modern context
3. Be able to lead the process of developing and formulating strategy	3.1 Critically assess how to resolve tensions between cultures and ethics of contributing organisations, administrations and key stakeholders
	3.2 Critically evaluate how strategic intelligence is used in the development and formulation of strategy
	3.3 Contribute original thinking to the formulation and development of strategy

Unit 803: Strategic Planning for Cross Border and Global Organisations

Unit code: L/506/9132

NQF level: 8

GLH: 80

Aim

The unit examines the range of influences and impacts on cross border or global organisations and how that contributes to successful strategy formulation and the management of risk.

QF 803 Strategic Planning for Cross Border and Global Organisations	
Learning Outcomes	**Assessment Criteria**
1. Be able to analyse the planning and implementation of existing inter-organisational strategies	1.1 Evaluate the restraints and constraints on the integration of inter-organisational strategy
	1.2 Identify and assess the respective contributions of participating organisations and administrations to the development and integration of inter-organisational strategy
	1.3 Analyse the separate components of the planning and implementation process and the impact of tensions between them on the inter-organisational strategy and its implementation
	1.4 Assess the impact of the inherent and respective power and status of the participating organisations and administrations on the inter-organisational strategy and its implementation
2. Be able to analyse the theories and methods of strategy formulation used	2.1 Critically compare and evaluate the missions, goals, roles, strengths and weaknesses, opportunities and threats of cross border partners and competitor organisations and administrations
	2.3 Critically compare and evaluate theories and methods of strategy formulation used in cross border partner organisations and administrations
	2.4 Critically evaluate how effectively strategies link policy objectives, goals and aspirations to operational outcomes for cross border partners
	2.5 Identify, and assess the impact of, methods for managing risks and opportunities in the strategy
3. Be able to evaluate the role and impact of strategic intelligence	3.1 Critically assess the means of obtaining, co-ordinating, measuring and analysing strategic intelligence
	3.2 Critically evaluate and interpret strategic intelligence and determine measures of confidence in that intelligence to inform the development, implementation and review of policy and strategy for cross border and global organisations
	3.3 Explain how strategic intelligence has a key influence in cross border and global organisational planning and decision-making
	3.4 Critically examine the concept of 'acceptable risk' associated with gathering and using of strategic intelligence

	3.5 Critically evaluate the effectiveness of risk theories and models used in organisational strategic planning
4. Be able understand and utilise the impact of cultural differences based on research	4.1 Critically evaluate the concepts of culture, character, ethos, beliefs, attitudes and needs and how they impact on the development and management of cross border organisational alliances and coalitions
	4.2 Critically assess the influence of domestic, national and multi-national contexts on the development and implementation of cross border and global organisational policy and strategy
	4.3 Critically analyse the body of knowledge on cultural differences to support proposals for innovative ways of mitigating or enhancing the impact of cultural differences on cross border or global organisational policy and strategy

Unit 804: Strategic Direction in Cross Border and Global Organisations

Unit code: R/506/9133

NQF level: 8

GLH: 80

Aim

This unit will allow senior strategic managers to explore the influences and impacts upon cross border and global policy and strategy. It will support improvements in setting direction, the approach to and in forecasting success of cross border or global policy and strategy.

Unit 804 Strategic Direction in Cross Border and Global Organisations	
Learning Outcomes	**Assessment Criteria**
1. Be able to evaluate the influences upon policy and organisational strategies	1.1 Critically review and assess the relationship between different partners in the development of policy and its impact on cross border and global organisational strategy
	1.2 Critically evaluate the contribution of economic, political and social factors to the development of cross border and global organisational policy and strategy
	1.3 Critically assess and evaluate the role of domestic, national, and multi-national interests in the translation of policy in cross border and global organisational strategy
2. Be able to assess the roles of relevant partners in the formulation of inter-organisational strategy	2.1 Identify and evaluate the policy position of different partners involved in the development and implementation of inter-organisational strategy
	2.2 Evaluate tensions and conflicts of interest in the roles of different partners, and propose innovative solutions to enhance relationships and outcomes in order to achieve a coherent output
	2.3 Develop models which support inter-organisational working and which respect the integrity of partner organisations and their political, moral, social and economic stance and differences
3. Be able to evaluate the impact of economic factors in cross border or global-organisational policy objectives and strategy	3.1 Critically identify and assess key economic drivers
	3.2 Critically evaluate the impact on existing policy and strategy commitments of the finance and funding of operational activities arising from new cross border or global strategic and policy imperatives
	3.3 Propose and critically assess ways of funding unexpected operational activities which will need to meet cross border or global organisational policy and strategic commitments
4. Be able to improve cross border and global organisational strategy, planning and implementation	4.1 Review and critique current methods and theories of cross border and global organisational strategic planning and implementation
	4.2 Propose original and innovative alternatives to improve cross border and global organisational communication co-ordination, strategic planning and operational implementation, and critically evaluate their likely impact

5.	Be able to posit a future view of how trends and events can and will influence cross border and global organisational policy and strategy	5.1 Research and critically review authoritative, quantitative and qualitative data and sources to identify relevant political, social, economic, technological and moral trends which may affect short, medium and long-term inter-organisational policy and strategy
		5.2 Use current concepts, theories and methodologies to forecast likely future events which will affect and be affected by cross border and global policy and strategy
		5.3 Propose alternative and innovative solutions that challenge perceived wisdom to achieve better outcomes from the process of cross border and global organisational policy and strategy formulation

Unit 805: Strategic Communication

Unit code: L/506/9129

NQF level: 8

GLH: 80

Aim

The unit aims to develop the ability to critically assess and appreciate the impact of media for international organisations. It considers stakeholders, political and pressure groups as well as the part played by media owners.

Unit 805 - Strategic Communication	
Learning Outcomes	**Assessment Criteria**
1. Be able to ascertain the significance of media on international organisational strategy	1.1 Critically assess domestic, national and international media
	1.2 Critically evaluate the importance of the media in influencing partners, opinion formers, stakeholders, customers and the public at large
	1.3 Critically identify and evaluate the influence of pressure and political groups, and media owners, on the media's portrayal of international organisational policy and strategy
2. Be able to evaluate the impact of global and ever-present media on stakeholder opinion	2.1 Critically research and review the challenges and pressures faced by the media in reporting the activities which deliver international organisational policy and strategy
	2.2 Critically evaluate how the media's constraints and time-critical requirements can be used for positive corporate strategic outcomes
	2.3 Critically assess and evaluate the interaction of news, public and stakeholder opinion on international organisational policy and strategy
	2.4 Critically evaluate the impact of global news media and design innovative methods of utilising these to the benefit of the international organisational policy and strategy

Unit 806: Culture and its Impact on Strategy

Unit code: J/506/9128

NQF level: 8

GLH: 80

Aim

This unit aims to develop deep understanding of the complexities of organisations that operate internationally and how that affects strategy development. The unit will use reasoned and researched perspectives and aims to develop alternative perspectives.

Unit 806 - Culture and its Impact on Strategy	
Learning Outcomes	**Assessment Criteria**
1. Be able to evaluate and critique international organisational policy and strategy	1.1 Identify and critically evaluate the conceptual grounds on which current perception of international organisational policy and strategy are based
	1.2 Critically analyse the impact of political structures, culture, language, religion and beliefs, social customs, ethnicity, ethos and geographical location of current perceptions on international organisational strategy
	1.3 Determine how to maximise organisational effectiveness and strategy by using findings of political and ethnographic study exploit outcomes
2. Be able to evaluate the impact of cultural influences on international organisational decision-making	2.1 Critically assess the roles of religion, political structures, cultural norms, ethnicity, ethos, the concept of 'the State', business and economic models and globalisation in the development of international organisational policy and strategy
	2.2 Critically evaluate how the roles of religion, political structures, cultural norms, ethnicity, ethos, the concept of 'the State', business and economic models and globalisation affect the process of and participation in decision-making and enable a consensus view of international organisational policy and strategy
3. Be able to challenge the nom concepts of stakeholder power, status and roles	3.1 Critically evaluate and explore contrasting stakeholders structures, their power and status
	3.2 Produce researched, logical, powerful and coherent arguments for discussion with stakeholders and influencers that challenge the status quo on thinking and structures

Study Support for Learners

The Reading Programme:

Considerable emphasis is placed on personal study and reading and is important as preparation for participation in seminars, workshops and lectures. Each unit provides guided reading and indicative bibliography.

Independent Learning:

Learners are expected to undertake independent learning through a variety of means such as case study analysis, role play and peer group led presentations, using computer software and business simulations. As many Learners may be in part-time or full-time employment, these employment experiences, whenever possible should be utilised as part of the learning and teaching approach.

Indicative content:

Some of the indicative content, key ideas presented and discussed in this module include but are not limited to:

- Organisational and country cultures
- 24/7 social media
- Chaotic environments
- Complexity and dynamics of a fluxing world
- Oral and written communication, time management, and collaborative group-work
- The limitations of their own cultural values and perspectives on the world, how these shape sense making
- Intercultural communications and cultural barriers
- Designing and Managing Mass Communications
- Mehrabian's communications model
- Critical Systems Heuristics to explore those involved, those affected and the four sources of influence, motivation, control, knowledge and legitimacy within the context of the local, national or international environment in which an organisation operates.
- Policy cascade – S Beer
- The media's perception of inter-organisational policy and strategy
- The role of pressure groups, NGOs and lobbyists and the use of social media
- Principles and practice of corporate policy research, composition and implementation, with due analysis of areas of conflict between policy researchers and policy makers
- Theory of prejudice and its impact on similarly, congruence and belief systems, and its effect on corporate communications. Ref: Rokeach. (1960)
- Balance theory Ref: Heider, linked to Gestalt principles deployed in the assessing of stakeholders preferences in social media perceptions, together with its harmonising value added opportunities.

Skills and abilities to be demonstrated:

- Understanding of the media perception of adopted inter-organizational strategy
- Evaluation and analysis of organisational and country cultures
- Discussion of the role of 24/7 social media
- Understanding of the limitations of 'own' cultural values and perspectives on the world, how these shape sense making
- Understanding of intercultural communications and cultural barriers
- Understanding of the media's perception of inter-organisational policy and strategy.

Reading (minimum requirement recommended)

1. Strange S. (2003), "The Declining Authority of States", Ch. 12 in D. Held and A. McGrew, *The Global Transformations Reader: An Introduction to the Globalization Debate.* Cambridge: Polity Press.
2. Strange S. (1998) *Mad Money: When Markets Outgrow Governments*, Ann Arbor: University of Michigan Press.
3. Garrett, G. (2003) Ch. 26, "Global Markets and National Politics" pp. 301-318 in D. Held and A. McGrew, The Global Transformations Reader: An Introduction to the Globalization Debate. Cambridge: Polity Press
4. Frenkel, M. (2003) Decolonizing Organization Theory: Between Orientalism and Occidentalism. Paper presented at the third Critical Management Studies Conference, Lancaster.
5. Hofstede,G. & Minkov,M (2010) Cultures and Organizations: Software of the Mind, Third Edition: Intercultural Cooperation and Its Importance for Survival.3e New York: McGraw-Hill
6. Holliday, A. (2011) Intercultural Communication and Ideology. London: Sage.
7. Holliday, A., Hyde, M. and Kullman, J. (2010) Intercultural Communication. London: Routledge.
8. Hua, Z. (2011) Language and Intercultural Communication Reader London: Routledge.
9. Jack, G. and Westwood, R. (2009) International and Cross-Cultural Management Studies: A Postcolonial Reading. New York: Palgrave MacMillan

Recommended journals and online sources

Journals

- Academy of Management Journal (Academy of Management)
- Annals of Tourism Research
- British Journal of Management (John Wiley and Sons)
- Current Issues in Tourism
- European Management Journal (Elsevier)
- Harvard Business Review (Harvard Business Publishing)
- Journal of Business Strategy (Emerald)
- Journal of Management Studies (John Wiley and Sons)
- Long Range Planning (Elsevier)
- Strategic Change (John Wiley and Sons)

- Strategy and Leadership (Emerald)
- Academy of Management Journal
- Academy of Management Review
- Business Strategy Review
- California Management Review
- European Management Review
- Harvard Business Review
- Journal of Business Research
- Journal of Management
- Management Decision
- Sloan Management Review
- Strategic Management Journal
- Technological Forecasting and Social Change
- International Journal of Market Research
- Journal of Consumer Research
- Journal of Marketing Communications
- Journal of Marketing Research
- Marketing Intelligence & Planning
- Marketing research
- Qualitative Market Research: An International Journal

Online resources

- www.ft.com (Financial Times)
- www.managers.org.uk Chartered Management Institute
- www.sps.org.uk Strategic Planning Society
- www.strategy-business.com Strategy and Business
- www.aomonline.org
- www.bized.co.uk
- www.businessballs.com
- www.travelweekly.co.uk
- www.gametheory.net
- www.systemdynamics.org
- www.travelmole.com
- www.thinkingmanagers.com
- http://www.valuebasedmanagement.net/
- http://www.intute.ac.uk/socialsciences/
- www.cipd.co.uk
- www.leadership-expert.co.uk/
- www.manager.org.uk
- www.thetimesonline.co.uk
- http://www.obmnetwork.com/
- www.obweb.org/
- www.leadership.org.uk
- www.positivepsychology.org.uk/
- www.positivepsychology.net/
- www.socialresearchmethods.net
- www.mrs.org.uk
- www.esomar.org/
- www.onlineqda.hud.ac.uk/
- www.thinkbuzan.com/uk/home
- www.aomonline.org

- www.bized.co.uk
- www.businessballs.com
- www.gametheory.net
- www.systemdynamics.org
- www.12manage.com

APPENDIX 1: Sample Assignment Briefing and Marking Templates

Unit – 805 – Strategic Communications

Learners are required to complete all tasks.

Assignment Guidelines

All work must be submitted in a single electronic document (.doc file). This should go to the tutor and Centre Manager/Programme Director, plus one hard copy posted to the Centre Manager.

The assignment must be the Learner's own work and not copies of theories or models. Direct quotes should be kept to a minimum and shown in inverted commas. Models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used.

Learners are encouraged to produce a reflective statement of no more than 300 words (which does not count towards the final word count), describing the value and knowledge gained from undertaking this assignment. The reflective statement is not assessed; however it encourages you to review the value and application of your learning.

Word count guide: 2500 - 4500

Plagiarism and Collusion

In submitting the assignment Learner's must complete a statement of authenticity confirming that the work submitted for all tasks is their own. The statement should also include the word count. Plagiarism and collusion are treated very seriously. Plagiarism involves presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution. Collusion occurs when two or more learners submit work which is so alike in ideas, content, wording and/or structure that the similarity goes beyond what might have been mere coincidence.

Appendices

Separate Appendices should not be used. Any use of tables, graphs, diagrams, Gantt chart and flowcharts etc. that support the main report should be incorporated into the back of the assignment report that is submitted. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

Confidentiality

Where a Learner is using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion. Where confidentiality is an issue, Learners are advised to anonymise their assignment report so that it cannot be attributed to that particular organisation.

Word Count Policy

In total, the assignment report should be between 2500 - 4500 words. Learners must comply with the required word count, within a margin of +10%.These rules exclude the index (if used), headings and information contained within references and bibliographies. When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

Referencing and Professionalism

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used. The learner must use an appropriate referencing system to achieve this. Marks are not awarded for the use of English; however the learner must express ideas clearly and ensure that appropriate terminology is used to convey accuracy in meaning.

Submission of Assignments

All work to be submitted on the due date as per Centre advice.
All work must be submitted in a single electronic document (.doc file). This should go to the tutor and Centre Manager/Programme Director, plus one hard copy posted to the Centre Manager.

Introduction

This unit is about supporting senior and middle managers, or those aspiring to be to evolve the ability to critically analyse and review the impact of media, pressure and political groups on stakeholders and inter-organisational policy and strategy, developing innovative ways of using the media to its best effect.

Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. A scenario of choice may also be discussed with your tutor, or provided by your tutor on request**.**

Task 1:

AC 1.1 - Critically assess domestic, national and international media.
AC 1.2 - Critically evaluate the importance of the media in influencing partners, opinion formers, stakeholders, customers and the public at large.
AC 1.3 - Critically identify and evaluate the influence of pressure and political groups and media owners on the media's portrayal of international policy and strategy.

Select an organisation you are familiar with and create a communication plan which addresses the media's perception of the relevant domestic, national and international media. The plan should also include an evaluation of the importance of the media and influencing partners and others.

Good practice: consider

While identifying and justifying relevant domestic, national and inter-national media, a good answer could make reference to:
- Pubic and professional journals, trade journals, newspapers and broadcasting
- Document makers and in-house magazines
- Learners are required to evaluate the importance of the media in influencing the range of opinion formers, stakeholder and customers
- Consider the value of evaluating pressure groups and political groups as well as possible media owners
- Stakeholder perceptions and biases
- A range of ideas including the 24 questions underpinning critical systems Heuristics

Word guide: 2000 – 2250

Task 2:

AC 2.1 - Critically research and review the challenges and pressures faced by the media in reporting the activities which deliver international organisational policy and strategy

AC 2.2 - Critically evaluate how the media's constraints and time-critical requirements can be used for positive corporate strategic outcomes

AC 2.3 - Critically assess and evaluate the interaction of news, public and stakeholder opinion on international policy and strategy

AC 2.4 Critically evaluate the impact of global news media and design innovation methods of utilising these to the benefit of the international -organisational policy and strategy

Produce a research paper for your organisation on how the organisation can exploit the media's constraints and time-critical requirements for a positive outcome and reviews the challenges and pressures they face.

Your research paper should also show an assessment and evaluation the inter-reaction between news, public and stakeholder opinion and inter-organisational policy and strategy including the impact of global news media, and propose innovative methods of utilising this to the benefit of the inter-organisational policy and strategy.

Good practice: consider
Local and national norms; cultural and legal constraints; the role of lobbyists and pressure groups.
Reflect on the analysis and evaluation across new, pubic stakeholder's motivations, beliefs and opinions.
Draw in where possible to views of experts in the field.

Word guide: 2000 - 2250

APPENDIX 2: Marking Sheet: Unit 805 - Strategic Communications

Learner Name:	Learner Number:	Centre:
Date:	Part of Batch:	Qualification: Level 8 Strategic Management and Leadership

Marker's Result: Passed / Referred	Moderation Result: Passed / Referred

Introduction

This unit is about supporting senior and middle managers, or those aspiring to be to evolve the ability to critically analyse and review the impact of media, pressure and political groups on stakeholders and inter-organisational policy and strategy, developing innovative ways of using the media to its best effect.

Learning Outcomes

The Learner will:-

1. Be able to ascertain the significance of media on international organisational strategy
2. Be able to evaluate the impact of global and ever-present media on stakeholder opinion

Task 1	Assessment Criteria	Grade/ Pass/Refer	Comments – please initial and date
Select an organisation you are familiar with and create a communication plan which addresses the media's perception of the relevant domestic, national and international media. The plan should also include an evaluation of the importance of the media and influencing partners and others. **Word guide: 2000 - 2250** **Good practice: consider** While identifying and justifying relevant domestic, national and inter-national media, a good answer could make reference to: • Pubic and professional journals, trade journals, newspapers and broadcasting • Document makers and in-house magazines • Learners are required to evaluate the importance of the media in influencing the	1.1 Critically assess domestic, national and international media		
	1.2 Critically evaluate the importance of the media in influencing partners, opinion formers, stakeholders, customers and the public at large		
	1.3 Critically identify and evaluate the influence of pressure and political groups and media owners on the media's portrayal of international policy and strategy		

range of opinion formers, stakeholder and customers • Consider the value of evaluating pressure groups and political groups as well as possible media owners • Stakeholder perceptions and biases • A range of ideas including the 24 questions underpinning critical systems Heuristics			

Task 2	**Assessment Criteria**	**Grade/ Pass/Refer**	**Comments – please initial and date**
Produce a research paper for your organisation on how the organisation can exploit the media's constraints and time-critical requirements for a positive outcome and reviews the challenges and pressures they face. Your research paper should also show an assessment and evaluation the inter-reaction between news, public and stakeholder opinion and inter-organisational policy and strategy including the impact of global news media, and propose innovative methods of utilising this to the benefit of the inter-organisational policy and strategy. **Good practice: consider** Local and national norms; cultural and legal constraints; the role of lobbyists and pressure groups. Reflect on the analysis and evaluation across new, pubic stakeholder's motivations, beliefs and opinions. Draw in where possible to views of experts in the field.	2.1 Assess 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 Critically evaluate and determine an option that supports the project's strategic aims		

Qualifi's Marker's Feedback:

Initials and date:

Qualifi's Moderator Feedback:

Initials and date:

Support and Further Information

For further guidance on delivering these qualifications please email:

support@qualifi-international.com

For any other further information please email:

info@qualifi-international.com

Alternatively if you would like to talk to Qualifi please call +44(0) 161 818 9904