

# Unit 1: Strategic Leadership and Management

Level: 7

Unit type: **Mandatory**

Guided learning hours: **45**

Credit value: **20**

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## Unit introduction

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

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

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

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

## Learning outcomes and assessment criteria

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

Learning outcomes		Assessment criteria	
A	Understand the concept of strategic leadership and management	A.1	Critically examine contemporary and seminal theories, concepts and models related to strategic leadership and management
		A.2	Critically discuss the relationship between an organisation and strategic leadership and management
		A.3	Assess contemporary contexts and challenges for strategic leaders and managers
		A.4	Critically evaluate the role of strategic leaders and managers in delivering competitive advantage
B	Understand strategic leadership and management in practice	B.1	Critically discuss performance management as a strategic tool for leaders and managers
		B.2	Analyse the equality and diversity challenges presented to strategic leaders and managers
		B.3	Evaluate the impact of morals, ethics and organisational culture on the behaviour of strategic leaders and managers
C	Understand the role of strategic leadership and management in delivering organisational change	C.1	Discuss the relationship between organisational strategy and change
		C.2	Critically evaluate change as a process and as a concept
		C.3	Critically discuss current and emerging approaches to change implementation
D	Be able to review and develop own skills and behaviours as a strategic leader and manager	D.1	Critically discuss the qualities and traits of effective strategic leaders and managers
		D.2	Critically assess own qualities, traits, skills and behaviours related to strategic leadership and management
		D.3	Develop justified recommendations for developing own strategic leadership and management skills and behaviours

## Unit content

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

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

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

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

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

- *Organisational strategy and change:* strategic options (e.g. diversification, internationalisation), competitive strategies, interactive strategies, business models, deliberate and emergent strategies, strategic capabilities.

- *Change as a process and as a concept:* the meaning of change, types of change (developmental, transitional, transformational), levels of change (alpha, beta, gamma), causes of change, reactive and proactive change, the psychology of change, barriers to change, Lewin's change management model, McKinsey's 7S model, Kotter's change management theory, Bridge's transition model.
- *Current and emerging approaches to change implementation:* planned change, emergent change, collaboration, the 'lens' of change, change through innovation, intrapreneurship, embracing technology (e.g. robotics and AI), environmental protection, sustainability.

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

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

## Essential information for assessors

### Essential resources

There are no specialist resources needed for this unit.

### Suggested assessment approach

This section must be read in conjunction with *Section 6: Assessment*.

This unit is assessed internally by the centre and externally verified by Pearson.

The table below shows the suggested approach to assessments.

When preparing the assessment for this unit, the learner should be given an Assignment brief designed by the tutor. This brief should be set in a specific organisational context, it should draw on learning from the unit, and be designed in a way that enables learners to meet all the assessment criteria.

Learning outcome	Suggested assessment approach
A Understand the concept of strategic leadership and management	An essay of approx. 4000 words to include a reference list. The reference list is not included in the word count.
B Understand strategic leadership and management in practice	
C Understand the role of strategic leadership and management in delivering organisational change	
D Be able to review and develop own skills and behaviours as a strategic leader and manager	Continuing Professional Development plan of no more than 1000 words or equivalent. To include a reference list if applicable and supported by valid evidence. The reference list is not included in the word count.  Note: If self-analysis tools are used this word limit does not apply.

## Assessment requirements

### Learning outcome A

This learning outcomes requires learners to engage in seminal and current literature where the focus is the broader contexts and principles of strategic leadership and management. It is expected that learners will engage with research which has a focus on how strategic leaders and managers operate at local, national and international levels considering both global and local contexts and challenges. Through case study analysis learners can explore the different ways in which strategic leaders and managers can support an organisation to achieve its strategic objectives. A learner's ability to critique arguments and premises identified in the literature and research is necessary if learners are to fully appreciate the strategic principles of both leadership and management in different contexts.

### Learning outcome B

Building on the knowledge and understanding gained through learning outcome A, learners will explore the practical aspects of being a strategic leader and manager. Again, through case study analysis, which could relate to local organisation's which learners have direct access to, learners will be able to reach judgements on the effectiveness of performance management and equality and diversity polices and practice, whilst considering the cultural influences on and within an organisation. An ability to be critical is to be demonstrated.

### Learning outcome C

Learners are more likely to appreciate the role of leaders and managers in delivering organisational change through a clear understanding of how change principles and practice is related to organisational strategy. Learners should explore different organisations who are engaged in strategic change, the influence of the type of strategy on change, and the approach used by the organisation. This exploration must show consideration of emerging approaches. Again, an ability to be critical is to be demonstrated.

### Learning outcome D

This learning outcome can be divided into two parts. Firstly, an examination of the qualities and traits of effective leaders and managers particularly in different contexts. The contexts could be from experience, case study or a combination of both. Secondly, the learning outcome requires learners to develop justified recommendations for their own development as strategic leader. This is most likely to be in the form of a CPD plan, but this plan must be justified through the gathering of evidence. Evidence could be present in the form of performance feedback, peer feedback, a reflect journal and self-analysis tools. The plan must be SMART and indicate the KPIs and KSFs which the learner deems to be appropriate.