Unit 724: 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 theorganisation.

Learning Outcomes and Assessment Criteria

Learning Outcomes	Assessment Criteria
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

- The CIPD Employee Outlook report is based on a twice-yearly survey of over 2,000 UK employees conducted by YouGov on behalf of the Chartered Institute of Personnel and Development, well worth a general read