

Management and Leadership Level 7 Units

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Title	Develop a business strategy	
Skills CFA Reference	M&L 56	
Level	7	
Credit Value	6	
GLH	41	
Unit Reference No.	Y/506/2071	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the development of a business strategy	1.1 Analyse the components and scope of strategy and its links with other aspects of business 1.2 Evaluate the use of environmental scanning techniques and scenario planning models 1.3 Assess the use of economic forecasting data for strategy development purposes 1.4 Analyse the use of decision making tools and techniques 1.5 Evaluate a range of perspectives and approaches to business strategy development 1.6 Analyse the usefulness of strategic planning tools and theories 1.7 Assess the relationship between strategy analysis and strategic choice 1.8 Analyse the value of variable pricing strategies at different stages of an organisation's lifecycle	
2. Be able to evaluate an organisation's operating environment	2.1 Evaluate the impact of political, economic, social, technological, legal, ethical and environmental factors on an organisation and its markets 2.2 Analyse competitor activity, their products and/or services 2.3 Characterise the scope and nature of stakeholders' interests 2.4 Identify and assess market value and potential in existing and potential markets 2.5 Model a range of scenarios relating to an organisation's intended market position	

<p>3. Be able to develop a strategic vision</p>	<p>3.1 Formulate a strategic vision that takes account of the operating environment and stakeholders' expectations</p> <p>3.2 Take action to ensure the strategic vision is consistent with the organisation's purpose, its values and long term goals</p> <p>3.3 Specify stakeholders' roles and responsibilities in strategy development</p> <p>3.4 Articulate the strategic vision and its practical application to business across the organisation</p>
<p>4. Be able to develop a business strategy</p>	<p>4.1 Benchmark the organisation's place in the market and in its lifecycle</p> <p>4.2 Identify an organisation's competitive edge(s)</p> <p>4.3 Develop a strategy that is viable and is consistent with the organisation's strategic vision, mission and values</p> <p>4.4 Evaluate a range of models to deliver the strategy</p> <p>4.5 Evaluate the extent to which existing organisational structures and processes are capable of delivering the strategy</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA4 Evaluate your organisation's operating environment • CFAM&LBA5 Develop your organisation's vision and strategy
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Develop a strategic business plan	
Skills CFA Reference	M&L 57	
Level	7	
Credit Value	5	
GLH	31	
Unit Reference No.	K/506/2074	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the development of a strategic business plan	1.1 Evaluate a range of strategic planning theories and models 1.2 Analyse the principles of resource management 1.3 Evaluate the principles of capital investment appraisal 1.4 Evaluate the role of stakeholders in the development of strategic business plans 1.5 Explain how to involve stakeholders in the development of strategic business plans	
2. Be able to prepare for business strategy implementation	2.1 Prioritise strategic objectives in a way that is consistent with an organisation's vision and values 2.2 Identify programmes of activity that are capable of achieving strategic objectives 2.3 Develop risk management plans that address identified and likely potential risks 2.4 Identify current and likely future resource requirements 2.5 Assess the costs and benefits of different approaches to strategy implementation 2.6 Develop policies that are consistent with the strategy and vision and which are capable of meeting the objectives 2.7 Set meaningful and realistic Key Performance Indicators (KPIs) and evaluation criteria	
3. Be able to develop plans to deliver the business strategy	3.1 Take action to ensure the strategic plan is comprehensive in its coverage of products and/or services, quality, Human Resources, finance and marketing	

	<p>3.2 Take action to ensure that organisational structures and processes are capable of delivering the plan</p> <p>3.3 Develop plans to manage the supply chain, interdependencies and the potential for friction</p> <p>3.4 Address any legal or ethical requirements</p> <p>3.5 Articulate the business plan and gain the support of stakeholders</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA6 Develop strategic business plans
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Execute a strategic business plan	
Skills CFA Reference	M&L 58	
Level	7	
Credit Value	5	
GLH	29	
Unit Reference No.	A/506/2077	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the execution of a strategic business plan	1.1 Analyse the concepts of empowerment, authority, responsibility, accountability and delegation and their implications for different types of organisational structure 1.2 Evaluate the advantages and disadvantages of centralised and decentralised structures 1.3 Assess the place of change management within strategy execution 1.4 Analyse the principles of business process re-engineering 1.5 Evaluate the application of project management techniques to monitoring the execution of a strategic business plan 1.6 Evaluate the scope of tools for monitoring strategic performance 1.7 Evaluate the advantages and limitations of a range of evaluation techniques	
2. Be able to implement a strategic business plan	2.1 Develop the vision and objectives of a strategic business plan 2.2 Delegate responsibilities to individuals who are authorised to put the strategy into action 2.3 Allocate resources in accordance with priorities 2.4 Monitor the progress of the implementation against the evaluation plan, key performance indicators (KPIs) and evaluation criteria 2.5 Take prompt action in the event of problems arising	
3. Be able to evaluate a strategic business plan	3.1 Justify an evaluation approach that is appropriate for the nature of the	

	<p>business and the purpose of the evaluation</p> <p>3.2 Evaluate the extent of success of the strategy against evaluation criteria</p> <p>3.3 Identify the reasons for successes and failures</p> <p>3.4 Identify the degree of fit between an organisation's strategy and its structure</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> CFAM&LFA1 Implement and evaluate strategic business plans
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Establish organisational governance controls	
Skills CFA Reference	M&L 59	
Level	7	
Credit Value	4	
GLH	26	
Unit Reference No.	F/506/2078	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the nature of compliance and non-compliance with governance requirements	1.1 Analyse the scope and types of compliance and non-compliance 1.2 Evaluate the seriousness of instances of non-compliance 1.3 Assess the way in which the structure and culture of an organisation influences attitudes to compliance	
2. Understand the legal and regulatory framework affecting businesses	2.1 Appraise different models of governance structures and their implications 2.2 Analyse the roles of those within an organisation's governing body 2.3 Analyse the legal and regulatory requirements for a range of statutory reports 2.4 Analyse an organisation's potential scope of non-compliance 2.5 Analyse the responsibility for individual and corporate non-compliance 2.6 Clarify the distinctions between statutory and regulatory requirements and codes of practice 2.7 Appraise the role of overseas bodies and their influence of an organisation's business 2.8 Evaluate the concept, application and implications of good governance	
3. Be able to establish governance controls	3.1 Analyse an organisation's governance requirements for legal, regulatory, ethical and social matters 3.2 Establish controls that are capable of ensuring the probity of an organisation's activities 3.3 Resolve tensions between an organisation's governance	

	<p>requirements and those of its stakeholders</p> <p>3.4 Analyse the extent of an organisation's compliance with legal requirements and assess the potential consequences</p> <p>3.5 Take action commensurate with the nature of the non-compliance and associated consequences</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> CFAM&LBB4 Ensure compliance with legal, regulatory, ethical and social requirements
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Shape organisational culture and values	
Skills CFA Reference	M&L 60	
Level	7	
Credit Value	5	
GLH	35	
Unit Reference No.	J/506/2079	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand organisational culture and values	1.1 Define the scope of organisational culture and its effect on individual and organisational behaviour 1.2 Evaluate theories and models of organisational cultures and values 1.3 Evaluate the drivers to the development of organisational values in different types of organisation 1.4 Evaluate ethical dimensions of organisational culture and values 1.5 Evaluate organisational communication perspectives 1.6 Assess the role of change management techniques in developing positive organisational cultures and values 1.7 Analyse the potential for friction between organisational values and individuals' values	
2. Be able to influence organisational culture and values	2.1 Characterise the nature, strengths and weaknesses of organisational culture, sub-cultures and values within an organisation 2.2 Identify the way in which organisational culture and values could be enhanced 2.3 Identify the factors that influence organisational culture and values 2.4 Assess the effect of different organisational cultures and values on business performance and an organisation's place in the market 2.5 Develop a vision, strategy and structures for influencing organisational culture and values 2.6 Use leadership, interpersonal and communication skills and tools to	

	influence organisational culture and values positively
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA8 Develop your organisation's values and culture
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Manage strategic human resources	
Skills CFA Reference	M&L 61	
Level	7	
Credit Value	5	
GLH	23	
Unit Reference No.	A/506/2080	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand strategic workforce planning	1.1 Analyse the evolution of strategic human resource management theories 1.2 Assess the scope of current and future skills needs of an organisation 1.3 Evaluate the strategic implications of planning and recruitment decisions 1.4 Analyse the use of strategic planning tools to forecast and identify workforce requirements 1.5 Take action to ensure that plans address current and future needs in terms of the sufficiency and mix of skills, knowledge and flexibility of the workforce 1.6 Evaluate the contribution of workforce planning to business success	
2. Be able to optimise retention in an organisation	2.1 Benchmark retention rates against historical performance and relevant industry sectors 2.2 Evaluate the strengths, weaknesses and shortfalls of the skill mix 2.3 Evaluate the factors affecting turnover 2.4 Review how the coherence and effectiveness of policies and practices contributes to retention 2.5 Evaluate how policies, practices and benefits may be adapted in the light of feedback	
3. Be able to manage human resources strategically	3.1 Analyse an organisation's business strategy and future intentions 3.2 Develop a human resource strategy that addresses an organisation's strategic objectives and priorities 3.3 Analyse the role of employee engagement in a human resources	

	<p>strategy</p> <p>3.4 Evaluate the effectiveness of a human resources strategy against agreed evaluation criteria</p> <p>3.5 Make recommendations for improvement that are aligned with the overall business strategy</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LDA1 Plan the workforce
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Principles of strategic leadership and management	
Skills CFA Reference	M&L 62	
Level	7	
Credit Value	6	
GLH	21	
Unit Reference No.	F/506/2081	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand strategic leadership and management	1.1 Evaluate the role of strategic leadership in business success 1.2 Assess the significance of management development in an organisation 1.3 Analyse the impact of different leadership styles on the motivation of a workforce 1.4 Analyse the impact of the work environment and working practices on the motivation of a workforce 1.5 Analyse the implications of quality processes, changes to organisational structures and technological changes on staff development	
2. Understand organisational behaviour	2.1 Evaluate the scope and influences on organisational behaviour 2.2 Analyse the drivers to organisational behaviour 2.3 Evaluate the application of organisational behaviour theories and models to different types of organisation 2.4 Appraise the effect of changes in technology, modern business practice and the psychological contract on organisational behaviour 2.5 Evaluate the impact of organisational structures and control mechanisms on organisational behaviour 2.6 Evaluate the impact of ethical business practices on organisational behaviour	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit	Management & Leadership (2012) National

and relevant national occupational standards or other professional standards or curricula (if appropriate)	Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA1 Lead your organisation
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	N/A
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

DRAFT

Title	Obtain financial resources	
Skills CFA Reference	M&L 63	
Level	7	
Credit Value	6	
GLH	20	
Unit Reference No.	J/506/2082	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand methods of raising finance	1.1 Evaluate a range of methods of raising finance 1.2 Evaluate the application of decision making techniques and tools 1.3 Analyse the requirements of, and influences on, investment appraisal 1.4 Analyse the constraints on raising finance 1.5 Evaluate the factors which influence an organisation's capability to raise finance	
2. Be able to identify the need for financial resources	2.1 Calculate the cost of activities and overheads needed to deliver the business strategy and objectives 2.2 Assess a range of options for delivering business objectives against agreed criteria 2.3 Prepare a business case for financial resources including objectives, benefits, proposed methods, timescales, costs, assumptions, risks, contingency plans and evaluation arrangements 2.4 Take action to obtain support for the business case from relevant stakeholders	
3. Be able to obtain financial resources	3.1 Select a source of finance based on its terms, risks, and other relevant business factors 3.2 Agree a contract that specifies amounts, interest, payback terms, timescales and any other agreement that may affect the organisation	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit	Management & Leadership (2012) National

and relevant national occupational standards or other professional standards or curricula (if appropriate)	Occupational Standards : <ul style="list-style-type: none"> • CFAM&LEA1 Identify and justify requirements for financial resources • CFAM&LEA2 Obtain finance from external sources
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

DRAFT

Title	Lead the development of a knowledge management strategy	
Skills CFA Reference	M&L 64	
Level	7	
Credit Value	7	
GLH	33	
Unit Reference No.	D/506/2959	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning knowledge management	1.1 Analyse the value of knowledge management 1.2 Evaluate the advantages and disadvantages of a range of models of knowledge management 1.3 Assess the role of staff in the development of a knowledge management strategy 1.4 Assess the nature of knowledge management as a strategic asset 1.5 Characterise different knowledge management approaches and schools of thought 1.6 Analyse different frameworks and dimensions of knowledge management and the use and implications of push and pull strategies 1.7 Analyse the use of technology to manage knowledge	
2. Be able to develop a knowledge management strategy	2.1 Identify the scope for the creation, development, sharing and transfer of knowledge 2.2 Take action to ensure the strategy identifies business-critical knowledge, facilitates the creation, maintenance and sharing of knowledge and addresses hindrances and risks 2.3 Take action to ensure the strategy provides a framework for addressing business-critical needs and addresses all aspects of an organisation's environment 2.4 Specify standards, processes and protocols that support knowledge creation, sharing and protection	

<p>3. Be able to manage knowledge</p>	<p>3.1 Implement systems and procedures that protect intellectual property from unauthorised use</p> <p>3.2 Evaluate the capability and capacity of existing information, knowledge and communications systems to meet current and predicted needs</p> <p>3.3 Select technologies and suppliers that are capable of meeting current and likely future information, knowledge and communications needs within required security and resource constraints</p>
<p>4. Be able to promote knowledge management</p>	<p>4.1 Encourage managers to act as knowledge management role models</p> <p>4.2 Use communications media that are appropriate to the nature of the organisation</p>

Additional Information about the unit	
<p>Unit expiry date</p>	<p>31 August 2017</p>
<p>Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)</p>	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&LEC1 Promote knowledge management and sharing • CFAM&LEC2 Manage information, knowledge and communication systems • CFAM&LEC3 Develop knowledge and make it available
<p>Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)</p>	<p>Skills CFA Assessment Strategy Competence units (S/NVQ)</p>
<p>Support for the unit from an SSC or other appropriate body (if required)</p>	<p>Skills CFA</p>
<p>Location of the unit within the subject/sector classification system</p>	<p>15.3</p>
<p>Name of the organisation submitting the unit</p>	<p>Skills CFA</p>
<p>Availability for use</p>	<p>Shared</p>
<p>Unit available from</p>	<p>31 August 2014</p>

Title	Lead the development of a quality strategy	
Skills CFA Reference	M&L 65	
Level	7	
Credit Value	4	
GLH	20	
Unit Reference No.	J/506/2101	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the development of a quality strategy	1.1 Define the scope of quality 1.2 Distinguish between quality management, quality assurance, quality control and quality improvement 1.3 Evaluate a range of approaches to quality management and the principles on which they are built 1.4 Analyse the development of quality management principles 1.5 Evaluate the requirements of a range of quality standards	
2. Be able to develop a quality strategy	2.1 Identify the scope of a quality strategy 2.2 Devise a strategy that is capable of assuring and controlling the quality of work to agreed standards 2.3 Specify standards, processes and protocols that support the maintenance of quality standards 2.4 Evaluate the use of technology to manage quality for different purposes	
3. Be able to manage quality	3.1 Implement systems and procedures that are capable of monitoring quality standards 3.2 Evaluate the capability and capacity of systems to meet current and predicted quality needs 3.3 Select technologies and suppliers that are capable of meeting current and likely future quality needs within constraints	

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards	Management & Leadership (2012) National Occupational Standards:

or other professional standards or curricula (if appropriate)	<ul style="list-style-type: none"> CFAM&LFE1 Manage quality assurance systems
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

DRAFT

Title	Lead the development of a continuous improvement strategy	
Skills CFA Reference	M&L 66	
Level	7	
Credit Value	5	
GLH	28	
Unit Reference No.	F/506/2114	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the principles underpinning the development of a continuous improvement strategy	1.1 Define the scope of continuous improvement and its relationship with other systems 1.2 Distinguish between continuous and continual improvement 1.3 Evaluate a range of approaches to continuous improvement and the principles on which they are built 1.4 Evaluate the implications of staff involvement in continuous improvement 1.5 Analyse the development of continuous improvement	
2. Be able to develop a continuous improvement strategy	2.1 Identify the scope of a continuous improvement strategy 2.2 Devise a strategy that is capable of evaluating business performance and identifying areas that could be improved 2.3 Establish valid measures for evaluating business performance 2.4 Establish systems for collecting and assessing information on business performance 2.5 Foster a culture where people are encouraged to make suggestions for improvement	
3. Be able to manage continuous improvement	3.1 Implement systems and procedures that are capable of measuring business performance 3.2 Benchmark performance against historical data, other comparable organisations 3.3 Take action to ensure that knowledge and understanding is fed into the	

	<p>knowledge management system</p> <p>3.4 Take action to ensure that improvements made align with business objectives and values</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management & Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> • CFAM&LFE5 Manage continuous improvement
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

Title	Provide strategic leadership and direction	
Skills CFA Reference	M&L 67	
Level	7	
Credit Value	6	
GLH	39	
Unit Reference No.	R/506/2117	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1. Understand the characteristics underpinning strategic leadership and direction	1.1 Assess the implications of corporate strategy and organisational development on organisational structures and workforce composition 1.2 Evaluate the influence of strategic choice on the structure, culture, leadership and direction of an organisation 1.3 Evaluate the role of strategic leadership and direction when operating in turbulent markets and periods of significant change 1.4 Analyse the characteristics and suitability of a range of leadership styles used to provide strategic direction 1.5 Evaluate the nature, influence and implications of an empowerment strategy	
2. Be able to provide leadership and direction to achieve organisational objectives	2.1 Evaluate the impact of leadership styles on strategic decisions 2.2 Align business processes to the achievement of strategic goals 2.3 Evaluate the impact of operational and financial strategies and objectives on internal and external stakeholders 2.4 Apply strategies to motivate employees and enhance their performance	
3. Be able to evaluate the effectiveness of the leadership and direction of an organisation	3.1 Evaluate tools and processes used to measure the performance of a business and its people 3.2 Benchmark an organisation's performance against its competitors 3.3 Evaluate the effectiveness of an organisation's employee engagement and employee relations strategies	

	<p>3.4 Evaluate the environmental and social impact of an organisation</p> <p>3.5 Identify areas for improvement in strategies relating to operational performance and the leadership of people</p> <p>3.6 Identify areas for improvement in strategies relating to the social and environmental impact of an organisation</p>
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Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA1 Lead your organisation
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014