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Unit Title:	**Principles of Strategic Management**
OCR unit number:	14
Sector unit number:	15.3 Business Management
Level:	6
Credit value:	5
Guided learning hours:	30
Unit reference number:	A/602/1488

Unit aim and purpose

The unit aims to give learners an understanding of the processes and elements an organisation considers when developing medium to long term strategic plans, including the use of analytical tools to evaluate an organisational plan for the future direction of a business. Learners will understand the main points to consider when implementing an organisation's strategic plan, including the effects (e.g. benefits, limitations and barriers) on stakeholders and be able to produce an effective action plan for implementing the changes.

Learning Outcomes	Assessment Criteria	Teaching Content

The Learner will:
1 Understand organisational strategic plans
	The Learner can:
	1.1 explain the processes for developing strategic elements of an organisational plan
	1.2 assess the strategic elements which affect an organisational plan
	1.3 evaluate an organisational plan for future direction
		This may include
		• the strategic elements that affect plans such as
		  - local, national and global market conditions
		  - political, economic, technological, social and environmental
		  - legal, regulatory and ethical
		  - long term objectives
		  - resources e.g. financial, physical and human
		• the use of processes and assessment such as
		  - analytical tools e.g. SWOT, PEST, PESTLE, process mapping, force field, balanced scorecards
		  - self-assessment
		  - consultation with all stakeholders
		• how to evaluate relevance of the plan in terms of values, mission, strategic issues and objectives, constraints.

Learning Outcomes	Assessment Criteria	Teaching Content

2 Understand the strategic effects of an organisational plan	2.1 explain how an organisational plan will be implemented
	2.2 assess the effects of the impact of an organisational plan on stakeholders
		This may include
		• how to implement the plan by
		  - gaining agreement at all levels to the plan
		  - aligning it to departmental budgets, plans, targets and performance reviews
		  - setting up steering groups
		  - organising training and development for staff
		• how to assess the potential benefits, limitations and barriers facing stakeholders as a result of the implementation
		• different types of stakeholders whether internal or external

3 Be able to develop a strategy to communicate organisational plans	3.1 develop a strategy to communicate an organisational plan to key stakeholders	This may include
		• the critical factors for communicating information
		  - who needs it
		  - what each person / department / stakeholder needs to function
		  - when to provide it
		  - which communication techniques will be effective

4 Be able to evaluate the implications of an organisational plan for an operational area	4.1 create an action plan for implementing planned changes in an operational area 4.2 evaluate the effects of change on an operational area	This may include • how SMART action plans use KPIs (Key Performance Indicators) to ensure smooth implementation of the plan and review of progress achieving objectives • how to evaluate the positive and negative effects of change in terms KPIs, budget control, physical resources, personnel requirements including attrition, individual capability and training needs

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit the learner must produce a portfolio of evidence which, on request, should be made available to the OCR external verifier for sampling.

Portfolios of work must be independently produced by individual learners and Centres must confirm to OCR that the evidence is authentic. The OCR 'evidence record sheets' (or similar) should be completed and signed by the learner and the assessor to confirm this.

It is a requirement of the Ofqual Common Criteria for all qualifications that proof of authentication is provided.

Evidence requirements

In order to achieve this unit the learner must demonstrate that they have met all of the stated learning outcomes and assessment criteria.

Evidence can be produced either through real work or by means of simulated activities.

Guidance on assessment and evidence requirements

If the unit is to be taught in a college or other learning environment, tutor/assessors could consider the following examples of how this unit can be achieved and assessed.

LO1 Learners could be provided with a case study to research the strategic elements of an organisation's strategic plan. Learners could use assessment tools and processes to assess the effect of strategic elements on the plan, and evaluate the effectiveness of the plan to drive and support the future direction of the organisation. Learners could present their findings as a report with supporting data (AC 1.1 to 1.3).

LO2 Learners could be given a case study or organisation to assess the effects on stakeholders of implementing the organisation's plan. The result could be presented as a report with graphs/charts comparing the effects (AC2.1 and 2.2). The activity could draw on the information from LO1.

LO3 Learners could be provided with a case study to identity the needs and expectations of internal and external stakeholders. Learners could research communication techniques in order to produce a strategy for communicating the organisational plan to key stakeholders. (AC3.1). The activity could draw on the information from LO1 and LO2.

LO4 Learners could be given a scenario of change in an operational area due to implementation of an organisation's plan. Learners could create an action plan to support the implementation, and evaluate its positive &/or negative effects on the operational area. The findings could be presented as a verbal or written report with supporting data (AC4.1 and 4.2).

NOTE: Where learners are asked to work in groups, it is important that outcomes can be attributable to individuals within the groups.

If the unit is to be completed through real work, examples of appropriate sources of evidence could include:

- personal statements

- recorded professional discussion with the assessor

- case studies, endorsed by someone who can attest to the accuracy

- outcomes from research, referenced to the source

- work product such as records of assessment and evaluation of strategic plans; results from the use of assessment tools; records of stakeholder's needs and expectations with data on how the organisational plan will affect them; minutes of meetings; a communication strategy; an action plan with evaluation of how it affects an operational area.

NOTE: It is good practice to 'signpost' work product to the workplace rather than place in a portfolio.

You should refer to the '*Admin Guide: Vocational Qualifications* (A850)' for *Notes on Preventing Computer-Assisted Malpractice*.

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.skillscfa.org.

Occupational standards	Unit number	Title
Management and Leadership	CFAM&LBA6	Inform strategic decision-making
Management and Leadership	CFAM&LDD2	Develop working relationships with colleagues and stakeholders
Management and Leadership	CFAM&LCA2	Plan change in own area of responsibility

Functional skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills.

Functional Skills Standards					
English		Mathematics		ICT	
Speaking and Listening		Representing		Use ICT systems	
Reading	✓	Analysing	✓	Find and select information	
Writing	✓	Interpreting	✓	Develop, present and communicate information	

Resources

Stationery, a CD-ROM, removable pen drive

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work. For example:

Mind Tools: ebooks available to download at http://www.mindtools.com

Strategic Management Journal published by John Wiley and Sons Ltd ISSN: 01432095, 10970266

Haines, Stephen G: Successful Strategic Planning – Building a High-Performance Business

ISBN-13: 978-0749427160

Max McKeown: The Strategy Book: How to Think and Act Strategically to Deliver Outstanding Results ISBN-13: 978-0273757092

Additional information

For further information regarding administration for this qualification, please refer to the OCR document 'Admin Guide: Vocational Qualifications' (A850) on the OCR website www.ocr.org.uk.