



Qualifi Level 8 Diploma in Strategic Management and Leadership

Specification (For Centres)
August 2025

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About QUALIFI

QUALIFI is recognised and regulated by Ofqual (Office of Qualifications and Examinations Regulator). Our Ofqual reference number is RN5160. Ofqual regulates qualifications, examinations, and assessments in England.

As an Ofqual recognised Awarding Organisation, QUALIFI is required to carry out external quality assurance to ensure that centres approved for the delivery and assessment of QUALIFI's qualifications meet the required standards. This comprises centre approval, qualification approval and ongoing monitoring through our External Quality Assurance and annual centre monitoring processes.

Why Choose QUALIFI Qualifications?

QUALIFI qualifications aim to support learners to develop the necessary knowledge, skills and understanding to support their professional development within their chosen career and/or to provide opportunities for progression to further study.

Our qualifications provide opportunities for learners to:

- apply analytical and evaluative thinking skills
- develop problem-solving and creativity to tackle problems and challenges
- exercise judgement and take responsibility for their decisions and actions
- develop the ability to recognise and reflect on personal learning and improve their personal, social, and other transferable skills.

Employer Support for the Qualification Development

During the development of this qualification QUALIFI consulted with a range of employers, providers and existing centres (where applicable) to ensure rigour, validity and demand for the qualification and to ensure that the development considers the potential learner audience for the qualification and assessment methods.

Equality, Diversity and Inclusion (EDI)

QUALIFI qualifications are developed to be accessible to all learners who are capable of attaining the required standard. QUALIFI promotes equality, diversity and inclusion across all aspects of the qualification process. Centres are required to implement the same standards of EDI and ensure teaching and learning are free from any barriers that may restrict access and progression. For further details please refer to QUALIFI's *Equality, Diversity and Inclusion Policy*.

Learners with any specific learning needs should discuss this in the first instance with their approved centre who will refer to QUALIFI's *Reasonable Adjustment and Special Consideration Policy*.

Qualification Title and Accreditation Number

This qualification has been accredited to the Regulated Qualification Framework (RQF) and has its own unique Qualification Accreditation Number (QAN). This number will appear on the learner's final certification document. Each unit within the qualification has its own RQF code. The QAN for this qualification is as follows:

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

Qualification Aims and Learning Outcomes

Aims of the QUALIFI Level 8 Diploma in Strategic Management and Leadership

This Level 8 Diploma is designed for developing and implementing effective strategies across ambitious growing organisations. Strategic management is for Executive Directors and Senior Managers and for those who have the authority and personal inspiration to translate organisational strategy into effective corporate performance.

The Diploma requires aspiring or current directors and senior managers to build a knowledge and understanding in strategic direction and leadership and to focus growth and performance across all

The Diploma will link to key development areas of commerce more specifically within organisational and strategical management, marketing and enterprise. Contemporary issues are identified and evaluated so that the learner has a true vocational understanding on the industry as well as an academic perspective.

The qualification will enable Learners to become independent, self-directed learners with tools and motivation to continue learning, developing and reflecting on practice throughout their careers.

The course aims for the following:

1. To enable learners to apply analytical and evaluative techniques to business in private and public sectors
2. To enhance analytical and evaluative skills relating to business across a number of industries
3. To develop the learner's ability to recognise and reflect on the process of personal learning and development which facilitates the enhancement of key personal, sociable and other transferable skills
4. To encourage the learner's self-reflection, analytical, intellectual and transferable skills.

Learning Outcomes of the QUALIFI Level 8 Diploma in Strategic Management and Leadership

The overall learning outcomes of the qualification are for learners to:

1. To understand and apply the principles of strategic leadership in a business environment
2. Review and apply the principles of business management within industry
3. To understand and apply the principles of strategic management in a specific environment

4. To improve the employability of learners by allowing them to explore the relationship between management theories and their practical application in the business world
5. Analyse problem solving techniques specific to business and industry
6. Select, collate, review and analyse information from a wide range of sources
7. Work independently and as part of a team
8. Manage one's own personal development and growth.

The learning outcomes and assessment criteria for each unit are outlined in the unit specifications.

Delivering the Qualification

All centres are required to complete an approval process to be recognised as an approved centre. Centres must have the ability to support learners and:

- have in place qualified and experienced assessors. All assessors are required to undertake regular continued professional development (CPD)
- access to the physical resources needed to support the delivery of the qualification and learner achievement.

Centres must commit to working with QUALIFI and its team of External Quality Assurers (EQAs). Approved centres will be monitored by QUALIFI EQAs to ensure compliance with QUALIFI requirements and to ensure that learners are provided with appropriate learning opportunities, guidance, and formative assessment.

QUALIFI, unless otherwise agreed:

- sets all assessments;
- quality assures assessments prior to certification;
- provides the criteria to award the final mark and issues certificates.

Centre staffing

Staff delivering this qualification should:

- be occupationally competent and/or technically knowledgeable in the area[s] they are assessing,
- have recent relevant experience in the specific area they will be assessing and quality assuring.
- hold, or be working towards, the relevant Assessor/ Internal Quality Assurers (IQAs) qualification (s).

Assessors are assessing learner performance in a range of tasks to ensure the evidence they produce meets the requirements of the unit assessment criteria. To do this effectively assessors need a thorough understanding of assessment and quality assurance practices, as well as in-depth technical understanding related to the qualifications they are assessing.

To support assessors and the centre's internal quality systems, IQAs must have appropriate teaching and vocational skills, knowledge and expertise and be familiar with the occupation and technical content covered within the qualification.

Continuing professional development (CPD)

Centres are expected to support the CPD of their staff to maintain current and up-to-date knowledge of the occupational area and ensure best practice in delivery, mentoring, training, assessment and quality assurance.

Quality assurance

Approved Centres must have effective quality assurance systems in place to ensure robust qualification delivery and assessment, which includes internal monitoring and review procedures.

Qualifi will appoint approved External Quality Assurers (EQAs) to monitor the assessment and internal quality assurance carried out by centres and ensure that assessment is valid and reliable. Please see QUALIFI's *External Quality Assurance Policy*.

Learner Recruitment, Induction and Registration

Recruitment

Approved Centres are responsible for reviewing and making decisions as to the applicant's ability to complete the learning programme successfully and meet the demands of the qualification. The initial assessment by the centre will need to consider the support that is readily available or can be made available to meet individual learner needs as appropriate.

During recruitment, approved centres need to provide learners with accurate information on the title and focus of the qualification for which they are studying.

The qualification has been designed to be accessible without artificial barriers that restrict access. For this qualification, applicants must be aged 19 or over.

In the case of applicants whose first language is not English, then IELTS 6 (or equivalent) is required. International qualifications will be checked for appropriate enrolment to UK higher education postgraduate programmes where applicable. The applicants are normally required to produce two supporting references, at least one of which should preferably be academic.

Entry Criteria

The qualification has been designed to be accessible without artificial barriers that restrict access and progression. Entry to the qualification will be through centre interview and learners will be expected to hold the following:

- postgraduate Level 7 qualification or;
- master's degree.

In the case of applicants whose first language is not English, then IELTS 6 (or equivalent) is required. International Qualifications will be checked for appropriate matriculation to UK Higher Education postgraduate programmes.

Learner induction

Approved Centres should ensure all learners receive a full induction to their study programme and the requirements of the qualification and its assessment.

All learners should expect to be issued with the course handbook and a timetable and meet with their personal tutor and fellow learners. Centres should assess learners carefully to ensure that they are able to meet the requirements of the qualification and that, if applicable, appropriate pathways or optional units are selected to meet the learner's progression requirements.

Centres should check the qualification structures and unit combinations carefully when advising learners. Centres will need to ensure that learners have access to a full range of information, advice and guidance to support them in making the necessary qualification and unit choices.

All learners must be registered with QUALIFI within the deadlines outlined in the QUALIFI *Registration, Results and Certification Policy and Procedure*.

Recognition of Prior Learning

Recognition of Prior Learning (RPL) is a method of assessment (leading to the award of credit) that considers whether learners 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 or 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 valid and reliable. For full guidance on RPL please refer to QUALIFI's *Recognition of Prior Learning Policy*.

Data Protection

All personal information obtained from learners and other sources in connection with studies will be held securely and will be used during the course and after they leave the course for a variety of purposes and may be made available to our regulators. These should be all explained during the enrolment process at the commencement of learner studies. If learners or centres would like a more detailed explanation of the partner and QUALIFI policies on the use and disclosure of personal information, please contact QUALIFI via email support@QUALIFI-international.com

Learner Voice

Learners can play an important part in improving the quality through the feedback they give. In addition to the ongoing discussion with the course team throughout the year, centres will have a range of mechanisms for learners to feed back about their experience of teaching and learning.

Professional Development and Training for Centres

QUALIFI supports its approved centres with training related to our qualifications. This support is available through a choice of training options offered through publications or through customised training at your centre.

The support we offer focuses on a range of issues including:

- planning for the delivery of a new programme
- planning for assessment and grading
- developing effective assignments
- building your team and teamwork skills
- developing learner-centred learning and teaching approaches
- building in effective and efficient quality assurance systems.

Please contact us for further information.

Progression and Links to other QUALIFI Programmes

Completing the **QUALIFI Level 8 Diploma in Strategic Management and Leadership** will enable learners to progress to:

- a university partner to discuss a research proposal for DBA/MPhil/PhD, or
- directly into employment in an associated profession.

Qualification Structure and Requirements

Credits and Total Qualification Time (TQT)

The QUALIF Level 8 Diploma in Strategic Management and Leadership is made up of 160 credits which equates to 1600 hours of TQT.

The overall structure of the course is based on eight units that cover a number of topics relating to learning outcomes. All units are mandatory. Each unit has the equivalency of 20 credits.

Total Qualification Time (TQT): is an estimate of the total amount of time that could reasonably be expected to be required for a learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification.

Examples of activities that can contribute to Total Qualification Time include: guided learning, independent and unsupervised research/learning, unsupervised compilation of a portfolio of work experience, unsupervised e-learning, unsupervised e-assessment, unsupervised coursework, watching a prerecorded podcast or webinar, unsupervised work-based learning.

Guided Learning Hours (GLH): are defined as the time when a tutor 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, live webinars, telephone tutorials or other forms of e-learning supervised by a tutor in real time. Guided learning includes any supervised assessment activity; this includes invigilated examination and observed assessment and observed work-based practice.

Rules of Combination for QUALIFI Level 8 Diploma in Strategic Management and Leadership

Learners must complete the eight mandatory units to achieve the Diploma.

Unit Reference	Mandatory Units	Level	TQT	Credit	GLH
800	Leadership Qualities and Practice	8	200	20	80
801	Personal Leadership Development as a Strategic Manager	8	200	20	80
802	Strategy Development in Cross Border and Global Organisations	8	200	20	80
803	Strategic Planning in Cross Border and Global Organisations	8	200	20	80
804	Strategic Direction in Cross Border and Global Organisations	8	200	20	80
805	Strategic Communication	8	200	20	80
806	Culture and its Impact on Strategy	8	200	20	80
701	Research Methods	7	200	20	80
Total			1600	160	640

Achievement Requirements

Learners must demonstrate they have met all learning outcomes and assessment criteria for all the required units to achieve this qualification. QUALIFI will issue e-certificates directly to all successful learners registered with an approved QUALIFI centre.

Awarding Classification/Grading

This qualification grading is: **Pass/Fail**.

All units will be internally assessed through written assignments internally marked by the QUALIFI approved centre and subject to external quality assurance by QUALIFI.

Assessment Strategy and Methods

QUALIFI will provide written assessment tasks for each unit of this qualification. These tasks will address all learning outcomes and related assessment criteria, all of which must be demonstrated/passed, to achieve the qualification.

The tasks will enable learners to draw on work-related information and/or examples wherever possible. Some assessment tasks will contain a practical assignment which will require observation by an assessor, see Assessment Guidance for further information.

The assessment tasks will require learners to draw on real organisational information or case studies to illustrate their answers. To support this activity during the programme of learning, centres are required to make sure that they include case studies of relevant organisations and, wherever possible, encourage learners to draw on work-place opportunities to undertake research and investigation to support their learning.

QUALIFI provides a user-friendly e-portfolio system for candidates to upload their assessment evidence and assignments for Assessors to mark and IQAs to quality assure. Approved centres should undertake the QUALIFI centre development courses to understand how to use the e-portfolio and the benefits to learners and the centre.

Learner assessments will be internally marked by the approved centre and will be subject to external quality assurance by QUALIFI prior to certification.

All learning outcomes and related assessment criteria must be demonstrated/passed in order to achieve the qualification. To achieve a 'pass' for each of the units, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

1: Formative Assessment

Formative assessment is an integral part of the assessment process, involving both the Tutor/Assessor and the learner about their progress during the course of study. Formative assessment takes place prior to summative assessment and focuses on helping the learner to reflect on their learning and improve their performance and does not confirm achievement of grades/pass-mark, at this stage.

The main function of formative assessment is to provide feedback to enable the learner to make improvements to their work. This feedback should be prompt, so it has meaning and context for the learner and time must be given following the feedback for actions to be complete. Feedback on formative assessment must be constructive and provide clear guidance and actions for improvement. All records should be available for auditing purposes, as QUALIFI may choose to check records of formative assessment as part of our ongoing quality assurance. Formative assessments will not contribute to the overall mark/achievement of the units.

2: Summative Assessment

Summative assessment is used to evaluate learner competence and progression at the end of a unit or component. Summative assessment should take place when the assessor deems that the learner is at a stage where competence can be demonstrated.

Learners should be made aware that summative assessment outcomes are subject to confirmation by the Internal Quality Assurer (IQA) and External Quality Assurer (EQA) and thus is provisional and can

be overridden. Assessors should annotate on the learner work where the evidence supports their decisions against the assessment criteria. Learners will need to be familiar with the assessment and grading/marking criteria so that they can understand the quality of what is required.

Formative Assessment	Summative Assessment
used during the learning process	used at the end of the learning process
provides feedback on learning-in-process	evaluates achievement against learning outcomes and assessment criteria
dialogue-based, ungraded	graded Pass / Refer

Evidence of both formative and summative assessment **MUST** be made available at the time of external quality assurance – EQA.

Unit Specifications

Unit 800: Leadership Qualities and Practice

Unit code: A/506/9126

RQF level: 8

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. The unit will explore how team performance can be evaluated and optimised to realize strategic business and operational objectives. The unit covers the links between strategic management and leadership, key leadership principles, theory and organisational strategy.

Learning Outcomes and Assessment Criteria

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

The overall purpose of the Level 8 units is to expose learners to a range of models and concepts that they may not have come across when studying at Level 7 or even at master's level. The objective is to prompt further research and debate. It is paramount at this level to apply critical reflective thinking and challenge the models and concepts introduced in this guide and those discovered as a result of research.

Indicative Content

In this unit learners will be introduced to a range of models and concepts that they may not have come across when studying at Level 7 or even at master's level. The objective is to prompt further research and debate. It is paramount at this level to apply critical reflective thinking and challenge the models and concepts introduced in this guide and those discovered as a result of research.

Learners will be directed to reading and assigned core text. They will study a number of models, concepts and ideas which could be used to help improve leadership practice in the context of an organisation.

Many organisations and consultancy practices synthesise models and concepts to meet their own or their customer's specific needs. Some of the models and concepts will include

- Organisational Maturity (CMMI)
- The nature and principles of management
- Managers and leaders
- High commitment organisations
- Leadership and management styles
- Strategic leadership practice
- Nature and principles of management
- Leadership versus management
- Living systems
- Communications and Luhmann's /Shannon's view of communications
- Ashby's law of requisite variety and the transduction boundary
- Culture
- Strategy
- Resources and capabilities
- Context and the environment
- Inter and intra organisational relationships
- Emergent properties

Recommended Book	Reference
Leadership : Theory and Practice 8/e	Introduction to Leadership

Peter G. Northouse	Concepts and Practice, Fifth Edition
Publisher SAGE Publications Inc	Peter G. Northouse
ISBN 101506362311	Published: January 2020

Suggested Resources

- Zeynep, Kanungo, Mendonca, Organisations and Management in Cross Cultural Context, Sage Publications
- Belbin, R. (2004) Management teams: why they succeed or fail. Amsterdam; London: Elsevier Butterworth-Heinemann
- HANDY: Understanding Organisations. PENGUIN BUSINESS
- GRANT, R. (2008) Contemporary strategy analysis. 6th ed. Oxford: Blackwell
- KEW and STREDWICK, Business Environment, Managing in a Strategic Context, CIPD
- JOHNSON and SCHOLES, Exploring Corporate Strategy, PRENTICE HALL
- BROOKS, WEATHERSTON, WILKINSON, The international Business Environment, FT PRENTICE HALL
- Schein, E.H, (2004) Organizational culture and leadership, 3rd ed, Chichester: John Wiley.
- Ashkenas, R. et al. (2002) The Boundaryless Organization: Breaking the Chains of Organizational Structure, 2nd ed, Chichester: Jossey Bass.
- Kotter, J.P. (1996) Leading Change, USA, Harvard Business School Press
- Mintzberg, H., (2007) Tracking Strategies: Towards a General Theory, OUP
- Ringland, G. (2004) Scenario Planning. Wiley
- Wong, L. (2010) 'Postcolonial interventions and disruptions: Contesting cultural practices' in International Journal of Cross-Cultural Management 10:345
- Banerjee, S. B. (2000) Whose land is it anyway? National interest, indigenous stakeholders, and colonial discourses: The Case of the Jabiluka Uranium Mine, Organization & Environment, Vol. 13 No. 1, 3-38.
- Banerjee, S. B. (2011) Voices of the Governed: towards a theory of the trans local. Organization, 18(3), 323
- Trompenaars, F. (1993) Riding the Waves of Culture: Understanding Diversity in Global Business. London: The Economist Books

One outcome of working through the Level 8 units is that they can provide you with the foundation for a detailed literature review which could form the basis of further research at the doctoral level.

This unit guide is populated with some useful references each of leads to other references which could be explored to some depth. As you explore these references, it could be useful to build your own mind map or cognitive map to form the basis of your literature review which could form part of your doctoral proposal.

Useful references:

- <http://www.mindmapping.com/>
- <http://www.banxia.com/dexplorer>

Unit 701: Research Methods

Unit code: Y/506/9134

RQF level: 7

Aim

The aim of the unit is to develop the learner's knowledge and understanding of academic practice and approaches to research. It utilises a problem-based learning approach to develop your practical competence in aspects appropriate to academic practice and research in business and management.

The unit aims to allow learners to:

- develop the ability to conduct research into business and management issues that require familiarity with a range of business data, research sources and appropriate methodologies.
- combine theoretical and practical programme elements and personal development by building the academic skills and qualities within a holistic approach;
- gain confidence and competence in the academic skills required to study successfully at the master's level and beyond.

When you have completed this unit, you should have developed skills in the following areas:

- The principles and practice of quantitative and qualitative research with a practical view of the whole process from idea to required output
- Defining research and development questions and prioritising these in relation to contemporary managerial and business need as reflected in current learner perceived situations, expert opinion and peer reviewed sources
- Finding, selecting and reviewing literature
- Methodology, instrumentation and research design to suit specific nature of fieldwork
- Analysing data, interpreting data and evidence.

Learning Outcomes and Assessment Criteria

Learning Outcomes	Assessment Criteria
1. Be able to understand and apply different research methods that can provide realistic and applicable outcomes	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
2. Be able to use standard research methodologies	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
3. Be able to produce research reports	3.1 Plan and deliver management research projects using research methodologies
	3.2 Provide written research reports that include data visualisation
	3.3 Address ethical issues in research

Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to help manage team performance.

These will include:

- Systems of interest
- Boundary critiques
- Multiple perspectives
- Emergent properties
- Reference systems
- Maps and models - our models, ourselves
- Context is everything
- Diagnosis and analysis
- Your research focus – some questions
- Your research strategy
- The nature of data and information
- Taxonomy, ontology and epistemology
- Mode 1 and 2 knowledge
- Tacit and explicit knowledge
- Methods and techniques for collecting data and information

- Criteria for selecting data and information
- Sources of data and information
- Different types of research

Recommended Book
RESEARCH METHODS FOR BUSINESS STUDENTS
Saunders
Publisher: Pearson; 8th edition
ISBN: 978-1-292-20878-7

Suggested Resources

- Bruce, I. (2008) Market Research in Practice: Questionnaire Design: How to Plan, Structure and Write Survey Material for Effective Market Research, 2nd ed., London: Kogan Page.
- Bryman, A. (2008) Social Research Methods, Oxford: Oxford University Press.
- Callingham, M. (2004) Market Intelligence: How and why organisations use market research, London: Kogan Page Ltd.
- Cassell, C. & Symon, G. (2004) Essential Guide to Qualitative Methods in Organisational Research, London: Sage.
- Cottrell, S. (2008) The Study Skills Handbook, 3rd ed., Basingstoke: Palgrave Macmillan.
- Daymon, C. & Holloway, I. (2011) Qualitative Research Methods in Public Relations and Marketing Communications, 2nd ed., London: Routledge.
- Fink, A. (2009) How to Conduct Surveys a Step-by-Step Guide, 4th ed., London: Sage Publications.
- Gill, J. & Johnson, P. (2010) Research Methods for Managers, 4th ed., London: Sage Publications.
- Hackley, C. (2003) Doing Research Projects in Marketing, Management and Consumer Research, London: Routledge.
- Keegan, S. (2009) Qualitative Research: Good Decision Making Through Understanding People, Cultures and Markets (Market Research in Practice), London: Kogan Page.
- Malhotra, N.K. & Birks, D.F. (2007) Marketing Research an Applied Approach, 3ed., London: Pearson Education Ltd.
- Yin, R.K. (2008) Case Study Research: Design and Methods, (Applied Social Research Methods), 4th ed., London: Sage Publications

Unit 801: Personal Leadership Development as a Strategic Manager

Unit code: F/506/9127

RQF level: 8

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.

Learning Outcomes and Assessment Criteria

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	4.1 Critically evaluate the extent to which the strategic needs of organisations involved in international organizational strategy is met from existing resources

strategy	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

Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to help manage team performance. Listed below are some of models and ideas which may help in understanding the scope and dimensions of “Personal Leadership Development as a Strategic Manager”.

- Characteristics of multiple perspectives
- What do we mean by skills and competences?
- People skills and competences
- Behavioural competences
- Knowledge – carbon or silicon?
- Gap analysis
- Stafford Beer
- Organisational maturity
- CMMI levels
- What is the core group?
- What information flows easily through the network
- Structural progression of an organisation
- The co-location equals collaboration myth
- A theory of hierarchy (Elliott Jacques)
- A theory of networks (Karen Stephenson)
- The China syndrome
- Ashby's law of requisite variety (Ashby, 1964)
- The two systems compared, Max Boisot
- The future is chaos
- Social network analysis
- Spot the difference employability v PDP?
- How would you assess outcomes against strategic needs?
- Fitness landscape
- leadership development plan
- What is Inter organisational strategy
- VSM based organisation
- Old and new business models
- On being a global company
- Language, culture and communications
- Shannon's test

- Knowledge
- Communications
- Centralise or decentralise?

Recommended Book	Reference
Title: Managing Change 7/E	Leadership and Management Development
Author: Professor Burnes	Author: Jeff Gold
Publisher: Pearson FT	Publisher: CIPD - Kogan Page; 5 edition (20 April 2010)
ISBN-13: 9781292156040	Language: English
	ISBN-10: 1843982447

Suggested Resources

- Burnes, B (2009) Managing Change, London, FT
- Ashkenas, R. et al. (2002) [The Boundaryless Organization: Breaking the Chains of Organizational Structure](#), 2nd ed, Chichester: Jossey Bass.
- Buelens, M., Kinicki, A. & Kreitner, R. (2002) Organisational Behaviour Euro Edition, 2nd ed., New York: McGraw Hill.
- Cascio, W (2005) [Managing Human Resources: Productivity, Quality of Work Life, Profits, London: McGraw Hill.](#)
- Hayes, J (2010) The Theory and Practice of Change Management, London, Palgrave Macmillan
- Kotter, J.P. (1996) Leading Change, USA, Harvard Business School Press
- Kotter, J.P. (2008) Sense of Urgency, USA Harvard Business School Press
- Newstrom, J.W. & Davis, K. (2006) [Organizational Behaviour: Human Behaviour at Work](#), 12th ed, London: McGraw Hill.
- Noe, R.A (2008) Fundamentals of Human resource management, 3rd ed, London: McGraw- Hill.
- Schein, E.H, (2004) Organizational culture and leadership, 3rd ed, Chichester: John Wiley.
- Schermerhorn, J.R. (2008) Organizational Behaviour, 9th ed, New York: John Wiley.
- Watson, T. (2006) Organizing and Managing Work, 2nd ed, Harlow: Pearson Education.
- Yukl, G. (2009) Leadership in Organisations, 5th Ed, Prentice Hall: New Jersey
- Multiple Perspectives for Decision Making, Linstone H A North-Holland, N.Y., 1999
- The Challenge of the 27th Century, Linstone H A and Mitroff State University of New York Press, Albany, NY, 1994.
- Multiple Perspectives: Concept, Applications, and User Guidelines Systems Practice Linstone H A 1989

- <https://www.amazon.co.uk/Brain-Firm-2e-Classic-Beer>
- Limits to growth <http://donellameadows.org/>
- Who Really Matters: The Core Group Theory of Power, Privilege and Success?
- [Kleiner A](#) Nicholas Brealey Publishing, 2003, ISBN 10: [1857883357](#) / ISBN 13: [9781857883350](#)

Journals

- Journal of Marketing
- Journal of Marketing Management
- European Journal of Marketing
- International Marketing Review
- International Business Review
- Journal of International Business Studies
- Journal of International Marketing
- Journal of World Business
- Harvard Business Review
- International Small Business Journal

Unit 802: Strategy Development in Cross Border and Global Organisations

Unit code: F/506/9130

RQF level: 8

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.

Learning Outcomes and Assessment Criteria

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

Indicative Content

In this unit learners will be introduced to models and ideas which may help in managing strategy development in cross border and global organisations.

These include:

- What is collective strategy?
- Collective strategy and Game Theory
- Collective action as a social matching process
- Organisations as social entities
- An organisation as an antipoetic system
- Collective strategy and co evolutionary theory
- Complexity theory, globalisation and diversity
- Collective strategy
- Basic and traditional approaches to strategy
- Three core areas of strategy
- Closed and open systems thinking
- Organisations operating around 2 principal feedback loops
- Open systems models and the resource-based view (RBV) of business strategy
- Managing across the transduction boundary
- The complexity of an extended organisation
- Systems and the environment
- The battle between emergence and entropy
- Dealing with multiple perspectives
- Dunning-Kruger and the curse of knowledge
- Organisational diagnosis and design
- Organisational autonomy
- The purpose of structural organisational modelling
- Organisational conflict and conflict management strategies
- Strategic intelligence
- Knowledge transfer

- Authority versus autonomy

Recommended Book
Exploring Strategy, Text and Cases
Publisher: Pearson Education; 12 edition (4 Dec. 2019)
Language: English
ISBN-10: 1292282452

Suggested Reading

- Grant, R. (2010) Contemporary Strategy Analysis: Text and Cases. 7th ed. Hoboken NJ: Wiley.
- Johnson, G. Scholes, K. & Whittington, R. (2011) Exploring Corporate Strategy: Text & Cases. 9th ed. Harlow: Pearson Education Limited
- Kaplan, R., (2001) The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment. Boston Mass: Harvard Business School Press.
- Jackson, MC. (2003) Systems Thinking: Creative Holism for Managers. John Wiley.
- Ringland G. (2004) Scenario Planning. Wiley
- EDEN and ACKERMAN, Marketing Strategy, SAGE
- CESERANI, Big Ideas, KOGAN PAGE
- Kapferer JN, (2008) The New Strategic Brand Management. 4th ed. London: Kogan Page
- BROOKS, WEATHERSTON, WILKINSON, The international Business Environment, FT PRENTICE HALL
- HUGHES, O. and O'NEILL, D. (2008) Business, government and globalization: an international perspective. Basingstoke: Palgrave Macmillan
- CABLE V. (2009) The storm: the world economic crisis and what it means. London: Atlantic Books

Other Topics to Explore

- The legal and regulatory frameworks of media planning and campaigns, assessing limitations and opportunities for corporate media action
- Cooperation and competition, collaboration and partnerships: Competition, collaboration. Measurement vs. collaboration, managing hidden agendas of the rears of data obsession. Managing measurement mania. The Benefit Effect – 7 steps to cultural collaboration. (Evan Rosen)
- Principles and practice of strategic alliances, mergers acquisition and organic

growth. The alliance cycle and implications for risk management, speed to the market, economies of scale, shared knowledge, market access and cost management

- Enterprise Risk Management. (Coso)
- Theory, principles and practice of policy, and its influence on strategic direction. A. large leaps, Equilibrium theory Baumgartner & Jones. Grassroots, Community organising theory, Ainsky & Biklen, social psychology. Political window, agenda setting Kingdom, political approaches to policy
- Principles and practice of linking governance and complexity theory, why governance fails, linking governance to shareholders. Goergen, Mallin, Kelly, Al-Hawamdeh, Yu-Chie. (2010)
- The five steps of the theory of constraint. Linking constraint theory to policy development
- Critical systems Heuristics. Ulrich. (1983). Enhancing reflective practices
- Co-evolutionary integration: the co-creation of a new organizational form following a merger and acquisition. Mitleton-Kelly, Eve (2006) Co-evolutionary integration: the co-creation of a new organizational form following a merger and acquisition. Emergence: Complexity and Organization, 8 (2). pp. 36-47. ISSN 1521-3250
- Mitleton-Kelly, Eve (2006) Co-evolutionary integration: the co-creation of a new organizational form following a merger and acquisition. Emergence: Complexity and Organization, 8 (2). pp. 36-47. ISSN 1521-3250
- Complexity theory, Globalisation and Diversity, Walby S, School of Sociology and Social Policy University of Leeds, Paper presented to conference of the British Sociological Association, University of York, April 2003.

Unit 803: Strategic Planning for Cross Border and Global Organisations

Unit code: L/506/9132

RQF level: 8

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.

Learning Outcomes and Assessment Criteria

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
	2.2 Critically compare and evaluate theories and methods of strategy formulation used in cross border partner organisations and administrations
	2.3 Critically evaluate how effectively strategies link policy objectives, goals and aspirations to

	operational outcomes for cross border partners
	2.4 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, coordinating, 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 organizational 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

Indicative Content

In this unit learners will come across a number of models, concepts and ideas which can be used to help in exploring how strategic planning in cross border and global organisations can be effective.

Strategic planning in cross border and global organisations involves a complex interaction between a number of significant factors including:

- Leadership and management styles
- Organisational knowledge
- Organisational history and experience
- Culture: individual, organisational and country, values and beliefs (which was explored in QF 806), Culture and its impact on strategy
- Strategic planning methods and approaches
- Strategic planning processes
- Stakeholders and risks.

Recommended Book	Reference
The Business Environment: A Global Perspective	How to Think Strategically: Strategy - Your Roadmap to Innovation and Results, 1/E
Author: Ian Worthington	Author: Sola & Couturier
Publisher: Pearson; 8 edition (10 Aug. 2018)	Pearson
Language: English	ISBN-10: 0273785877
ISBN-10: 1292174358	
ISBN-13: 978-1292174358	

Suggested Resources

- Muodon A and PERKINS, Organisational Behaviour, KoganPage
- Kew and Stredwick, Business Environment, Managing in a Strategic Context, CIPD
- Kew and Stredwick, Human resource Management in a Business Context, CIPD
- Brooks, Weatherston, Wilkinson, The international Business Environment, FT Prentice Hall
- De Wit, B., (2004) Strategy-Process, Content, Context: An International Perspective. 3rd ed. London: Thomson

- Stacey, R., (2011) *Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking about Organisations*. 6th ed. Harlow, England, New York: Financial Times Prentice Hall
- Hackley, C. (2003) *Doing Research Projects in Marketing, Management and Consumer Research*, London: Routledge.
- Keegan, S. (2009) *Qualitative Research: Good Decision Making Through Understanding People, Cultures and Markets (Market Research in Practice)*, London: Kogan Page.
- Malhotra, N.K. & Birks, D.F. (2007) *Marketing Research an Applied Approach*, 3ed., London: Pearson Education Ltd
- SAVAGE, The Flaw of Averages, AMAZON
- STANDAGE, T. (ed) (2005) *The future of technology: how to adapt and prosper*. London: Economist Books.
- Brand S, Disruptive Technologies
- Theory practice and constraints of product based or competitive advantage approaches to strategy formulation. Porter (1980). Resource based theory of the firm. Hamel G. Parhalad
- C.K. Blackler. (1995). Wernerfelt. (1995). Firms dependent on intangible resources. (Hall. (1995)

Unit 804: Strategic Direction in Cross Border and Global Organisations

Unit code: R/506/9133

RQF level: 8

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.

Learning Outcomes and Assessment Criteria

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

Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to help manage strategy in cross border and global organisations.

These models and ideas may help in managing in the context of the learner's organisation.

- Who are the different partners involved?
- Policy into strategy?
- What is the Strategic Planning Approach? (Recap)
- What is the strategy? (Corporate/Business)
- What is the role of functional policies for each partner?
- Wholly owned or a foreign subsidiary?
- What is organisational structure?
- Governance of the relationship?
- How does policy translate into strategy?
- What is the purpose of policies and strategies?
- Motives to enter a strategic alliance
- Boundary judgements
- Establishing a reference system
- The Formation of strategic alliances
- Strategic alliances as hybrid forms
- Fusion or fission?
- How is the organisation funded?
- Organisational design patterns
- The opposite of strategy
- What are your sources of data and information?

Suggested Resources

- Strategic Alliances and Models of Collaboration, Todeva E School of Management, University of Surrey
- Implementing Inter-Organizational Systems for Strategic Advantage: A Value-Flow Framework, Michael T K Tan, School of Computing, National University of Singapore

Other Topics to Explore

- The Theory of Constraints
- Transaction cost economics
- Critical Success factors, assumptions and decisions
- Deliberate strategy
- Emergent strategy
- Scenario-based strategy
- Response-based strategy

Unit 805: Strategic Communication

Unit code: L/506/9129

RQF level: 8

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.

Learning Outcomes and Assessment Criteria

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

Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to help manage strategic communications.

Learners will be introduced to models and ideas which may help in managing in the context of an organisation. These include:

- What is the media?
- Media, public, policy, people
- Positioning of Major Communication Vehicles
- Integrated Marketing Communications (IMC)
- Building the media plan and today's goals
- Time to start another plan
- The message
- Media impact on public policy and the implications for a civil society
- Hegemony and integrated theory
- Media creating
- Policy impact
- Effects theory and public opinion
- Defining perceptions in and of organisations
- Reasons for the growth of pressure groups and lobbying
- Knowledge sharing - or not!
- Ethics and decision-making strategies
- The between emergence and entropy
- The impact of the 24 x 7 world
- Public relations
- Cialdini's six principles of influence
- Internal branding
- Models of communication
- Stages of buying and advertising

Recommended Book	Reference
Marketing Communications: Discovery, Creation and Conversations	Strategic Communication

Fill, C. and Turnbull, S. (2016)	Jesper Falkheimer
Publisher: Pearson	Publisher: Routledge; 1 edition (25 Jan. 2018)
Language: English	Language: English
ISBN: 978-1292092614	ISBN-10: 1138657034
	ISBN-13: 978-1138657038

Suggested Resources

- 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.
- Strange S. (1998) Mad Money: When Markets Outgrow Governments, Ann Arbor: University of Michigan Press.
- 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
- Frenkel, M. (2003) Decolonizing Organization Theory: Between Orientalism and Occidentalism. Paper presented at the third Critical Management Studies Conference, Lancaster.
- 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
- Holliday, A. (2011) Intercultural Communication and Ideology. London: Sage.
- Holliday, A., Hyde, M. and Kullman, J. (2010) Intercultural Communication. London: Routledge.
- Hua, Z. (2011) Language and Intercultural Communication Reader London: Routledge.
- Jack, G. and Westwood, R. (2009) International and Cross-Cultural Management Studies: A Postcolonial Reading. New York: Palgrave MacMillan

Unit 806: Culture and its Impact on Strategy

Unit code: J/506/9128

RQF level: 8

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.

Learning outcomes and Assessment Criteria

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 organizational 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

Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to understand culture and its Impact on strategy. However, it should be noted that this unit does not explore the different approach to business strategies or even attempt to evaluate the impact of culture on strategy formulation.

Culture is only one of the variables which impact on strategy and strategy formulation, albeit it that it could be argued, the most important. Other factors which play a role include:

- Leadership and management style
- Organisational maturity and experiences
- Organisational history.

Listed below are some of models and ideas which may help you to understand culture and its impact on strategy. These represent a very small subset of the management models, concepts and ideas in use in industry, commerce or academia:

- Organisational maturity
- Leadership and management styles
- Communication and communication channels
- Culture
- Country of origin and the effect of cultural distance
- Managerial implications
- Culture - stories and metaphors
- Strategy - different schools of thought

- Resources and capabilities
- Context /environment **MINTS** & BRICs
- Inter/intra organisational relationships
- Feedback loops
- Multiple perspectives
- Boundaries
- Relationships and emergence properties.

Recommended Book
Understanding Cross Cultural Management
Marie-Joelle Browaeys
Publisher: Pearson; 4 edition (11 April 2019)
Language: English
ISBN-10: 1292204974
ISBN-13: 978-1292204970

Suggested Resources

- Zeynep, Kanungo, Mendonca, Organisations and Management in Cross Cultural Context, Sage Publications. This book is essential reading it contains extensive additional reading and very useful web pages
- Heijes, C. (2011) 'Cross-cultural perception and power dynamics across changing organizational and national contexts: Curaçao and the Netherlands', Human Relations, 64: 5, 653-674. *
- McSweeney, B. (2002) 'Hofstede's model of national cultural differences and their consequences: A triumph of faith – a failure of analysis', Human Relations, Vol. 55 No.1, pp. 89-118.
- Hall, E. and Hall, M. (1990) Understanding Cultural Differences: Germans, French and Americans, Yarmouth: Intercultural Press.
- Hofstede, G.; Hofstede, G. J.; Minkov, M. (2010) Culture and

Organization: Software of the mind, 3rd edition, Maidenhead: McGraw-Hill.

- Hofstede, G. (1996) Riding the Waves of Commerce: A test of Trompenaars' "model" of national culture differences, International Journal of Intercultural Relations, 20 (2): 189-198.
- Steers, R., Sanchez-Runde, C. and Nardon, L. (2010) Management across cultures, Cambridge: Cambridge University Press, Chapters 3 and 7.
- Trompenaars, F. (1996) Resolving International conflict: Culture and Business Strategy, Business Strategy Review, 7(3): 51-68.
- Hooker, J. (2009) 'Corruption from a cross-cultural perspective', Cross Cultural Management, Vol. 16, Issue 3, pp. 251-267. *
- Taylor, P. and Bain, P. (2005) "'India calling to the far away towns": the call centre labour process and globalization', Work, Employment and Society, Vol. 19 No. 2, pp. 261-282. *
- Steers, R., Sanchez-Runde, C. and Nardon, L. (2010) Management across cultures, Cambridge: Cambridge University Press, Chapters 10 and 11.

Additional Resources

- <http://www.slideshare.net/ahl054000/the-cultural-diversity-of-western-conceptions-of-management-1>
- http://varenne.tc.columbia.edu/hv/clt/and/culture_def.html
- <http://leadershipcrossroads.com/mat/Organizational%20vs%20National%20Culture.pdf>
- <https://www.geert-hofstede.com/organisational-culture.html>
- <http://leadershipcrossroads.com/mat/Organizational%20vs%20National%20Culture.pdf>

Assessment Guidance

Sample assessments and marking scheme are available on request as part of the Qualification Specification supplied to centres.

QUALIFI has an assessment policy and procedure documents that are available to all centres delivering this qualification.

Special Considerations and Reasonable Adjustments

This qualification and its assessments have been designed to best support accessibility and inclusion for all learners. In the design and development of qualifications and assessment Qualifi complies with the requirements of the Equality Act 2010 and the appropriate Ofqual general conditions of regulation. In some instances individuals will have diverse learning needs and need reasonable adjustments to be able fully participate in the qualification and have fair access to assessment. Reasonable adjustments, including additional time or alternative evidence formats, are intended to enable learners with individual needs to demonstrate their skills and knowledge without changing the demands of the assessment. Centres are responsible for making sure that learners can access the requirements of the qualification at the start of a programme of learning.

Special consideration can be given after an assessment has taken place for learners who have been affected by adverse circumstances, such as illness. Special considerations can be in relation to the amount of time given for evidence to be provided or the format of the assessment as long as this is equally valid. However, centres must not agree to the use of alternative forms of evidence to those stipulated in a unit, or to the omission of any assessment criteria when judging attainment.

For further details please see QUALIFI's *Reasonable Adjustment and Special Consideration Policy* and *Access to Fair Assessment Policy and Procedure*.

Malpractice and Maladministration

Centre or learner malpractice undermines the integrity and validity of assessment and/or the certification of qualifications and can arise or be suspected in relation to any unit or type of assessment within the qualification.

Centres are required to take steps to prevent malpractice and to investigate instances of suspected malpractice. Centres will investigate the allegation in compliance with their own published and QUALIFI approved policy and procedures.

Incidents of maladministration, unintentional errors in the delivery or assessment of QUALIFI qualifications that may affect the assessment of learners, should also be reported in the same way.

QUALIFI may conduct an investigation if we believe that internal assessment and/or internal quality assurance is not being carried out in line with our policies. QUALIFI reserves the right to withhold the issuing of results and/or certificates while an investigation is in progress.

For further details regarding malpractice and how to report suspected malpractice please see QUALIF's *Malpractice and Maladministration Policy* and *Plagiarism, Collusion and Cheating Policy*.

Where centres have concerns about learner use of Artificial Intelligence (AI) please refer to the *QUALIFI Guidance statement to centres on the risk of AI*.

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