

Executive Diploma in Strategic Management

Introduction

This qualification is intended for the general manager or director who has the authority and personal skills to develop and implement organisational strategy. It is equally valuable for the person who aspires to such a role, by helping them to gain the knowledge and understanding necessary for carrying out that role.

This qualification is intended for people who:

- aim to improve the competitiveness of the organisation
- optimise the strategic utilisation of resources
- communicate effectively inside and outside the organisation
- develop the management team into a coherent mutually supportive and motivated group of people who share with their strategic manager a common vision and purpose as to the nature of their business



Prior Learning

Primarily, if you hold The Executive Diploma in Management (EDM) and your current or anticipated job role will require you to act in a senior management capacity, then you should be able to progress to the Executive Diploma in Strategic Management (EDSM) qualification directly. But even if you don't hold the EDM, you may still be able to enter an EDSM qualification if you can show that your qualifications, prior learning and experience are at a comparable level, breadth and depth.



Assessment

Chartered Management Institute (the Institute) awards are professional qualifications that demand high standards of knowledge, understanding, reasoning and judgment, coupled with clarity of expression. Our approach to assessment for all our qualifications is built on the following principles:

- the assessment should, wherever possible, use work-based evidence drawn from the candidate's own organisational experience
- IMC will have clearly identified how the organisational dimension to the candidate's evidence and assessment will be incorporated into the assessment process
- the assessment process will be sufficiently flexible to allow for the diversity of candidate organisational experience to be used, and will take into account special needs of any candidate for whom work-based evidence will be difficult to obtain
- the assessment process will not compromise or present any risk to candidate, organisational or commercial confidentiality
- the assessment process will recognise equal opportunity issues, will take due account of the values and ethics of management and will focus on the application of the concepts of management in practice
- the assessments must be valid, reliable and fair

For the EDSM, Unit Strategic Planning will be independently assessed unit by the Institute.

All the other learning outcomes will be assessed locally by IMC to a specification agreed with the Institute, and checked by the Institute's External Verifier. The External Verifier will sample candidate work throughout the programme to ensure that all the requirements are met.

For the EDSM, the Institute requires candidates to complete a management dissertation of 7,500 - 10,000 words, within the Centre Assessment programme.



▶ | Guided Learning Hours

They are based on an estimate of the time that might actually be spent by the candidate being taught or instructed, as well as time candidates spend on structured learning such as directed assignments, assessments on the job or supported individual study or practice.

The Guided Learning Hours for the units of the EDSM are:

Units	Guided Learning Hours
Strategic Positioning	30
Strategic Planning	30
Strategic Implementation	30
Dissertation - 10,000 words	35
total	125

▶ | Learning outcomes

Following completion of this unit, you will know how to:

1. Review the current corporate strategic position and determine the desired future strategic position.
2. Evaluate alternative strategies to meet the desired future strategic position.
3. Decide upon a strategy and identify how, if required, you would justify your selection to meet the required future strategic position.

▶ | Unit content

This unit covers:

- gathering strategic data
- analysis of strategic information
- evaluation of strategic alternatives

Understanding:

- the strategic management process:
 - vision
 - values
 - mission
 - corporate objectives and strategy
 - Strategic Business Unit (SBU) objectives and strategy
 - functional objectives and strategy
- the impact of organisation types, structures and cultures on strategy
- the range of information required to inform strategic decisions
- the legal issues around corporate governance
- the external and internal strategic issues impacting upon the organisation
- the strategic analysis and evaluation tools available to inform and influence strategic decisions



Unit 1 - Strategic positioning

▶ | Overview

This unit will guide you through the strategic analysis and review of your organisation's internal processes, operations and activities, in the context of the demands and expectations of the internal and external environments.

▶ | Aims

To help you to develop:

1. A strategic understanding of the internal and external environments within which your organisation operates.
2. Your appreciation of the importance of managing collaborators, competitors, stakeholders, structures and systems.



How to:

- select the appropriate tools to gather data for analysis from the external and internal environments
- apply an extensive range of strategic analysis tools to the information, and interpret the results
- identify strategic alternatives resulting from the analysis
- evaluate the identified alternatives to determine the desired future position in line with corporate ambitions
- involve others in strategic issues - stakeholders and subject-matter experts

1. Produce a strategic plan to achieve the desired strategic position and show how it will be effectively managed.
2. Identify the possible impact of the plan on the stakeholders, both internal and external to the organisation, and the methods you are proposing to use to secure their on-going commitment and support.



Unit 2 - Strategic planning

▶ | **overview**

This unit will guide you through the processes of strategic planning, based on the conclusions from your strategic analysis and positioning, and the impact of those processes on people and operations, both internally and externally.

▶ | **Aims**

To help you to develop:

1. An understanding of the strategic planning process and the importance of communicating with, and involving, others.
2. The ability to synthesise the implications of change decisions on people and processes.

▶ | **Learning outcomes**

Following completion of this unit, you will know how to:

▶ | **Unit content**

This unit covers:

- strategic planning
- stakeholder involvement and commitment
- contingency planning

Understanding:

- the component parts of a strategic plan
- the change implications of the plan on people, mission, values and culture
- the need to involve others in the development and implementation of the plan including consulting, delegating,
- supporting and developing competence
- the need to identify contingencies within the plan and the importance of reviewing strategic progress with all
- stakeholders, both internal and external
- the importance of actively seeking, and being receptive and responsive to, changing data and information which may alter the strategic perspective

How to:

- Develop a strategic plan, which identifies:
 - strategic objectives
 - timescales
 - activities
 - required resources

- management tasks (communication, involvement, gaining support, developing alliances, delegation)
- outcomes
- Identify the actions necessary to secure commitment to change, including staff development and organisational change.



Unit 3 - Strategic implementation

Overview

This unit will guide you through management control of the implementation and review of a strategic plan.

Aims

To help you to develop:

1. An understanding of both the 'hard' and 'soft' issues arising from the implementation of a strategic plan.
2. Management skills and techniques to deal with emerging data and information which could materially impact on the successful achievement of strategic objectives.

Learning outcomes

Following completion of this unit, you will know how to:

1. Champion and manage the implementation, control and review of the strategic plan.
2. Deal with the human resource issues that can result from a change in strategic focus.

3. Deal with the required changes to strategic implementation in the light of a changing internal and external environment.

Unit content

This unit covers:

- management control of the implementation and review of a strategic plan
- control and review techniques
- supporting and guiding stakeholders

Understanding:

- the need to continually review the plan against the original criteria and environmental changes
- management control of the strategic plan, i.e. the organisational environment, activities and performance
- the need to maintain momentum
- the feedback loop to strategic positioning (Unit 1)

How to:

- continually review the plan against emerging data
- communicate the plan and delegate responsibilities and authorities for implementation
- maintain the momentum, e.g. championing and supporting the strategic implementation
- exercise management control of resources and activities
- balance contingencies, including analysing, reviewing and taking decisions
- evaluate the on-going effects of implementation on the organisation
- evaluate organisational performance against the original objectives
- revise the strategic plan in the light of this review of performance

