



# Executive Diploma in Strategic Management and Leadership



## Executive Diploma in Strategic Management and Leadership

### ▶ | Introduction

This qualification is intended for the senior and executive manager who has the authority and personal inspiration to develop and / or translate organisational strategy into effective operational performance. It is equally valuable for the person who aspires to such a role, by helping them to gain the knowledge and understanding necessary.

It requires the manager to build on their management skills and to focus on the requirements of implementing the organisation's strategy.

### ▶ | Prior Learning

This qualification builds on the content and learning contained in the Chartered Management Institute's (the Institute's) Diploma in Management. If you already hold this qualification, and your current or anticipated job role will require you to act in a senior or strategic management capacity, the Executive Diploma in Management is the right qualification for this stage of your career and personal development. Even if you don't hold the Diploma in Management, this will still be the case if you can show that your prior learning and experience and any qualifications you have are at a comparable level, breadth and depth. IMC will be able to help you ensure that you will be able to cope with the demands of the Executive Diploma in Management programme, and will also be able to help determine whether any other experience or learning you have undertaken can be counted towards the achievement of this qualification.

### ▶ | Assessment

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

- a. The assessment should, wherever possible, use work-based evidence drawn from the candidate's own organizational experience.
- b. IMC will have clearly identified how the organisational dimension to the candidate's evidence and assessment will be incorporated into the assessment process.
- c. 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.
- d. The assessment process will not compromise or present any risk to candidate, organisational or commercial confidentiality.
- e. 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.
- f. The assessments must be valid, reliable and fair.

Out of the 9 units, one will be independently assessed by CMI, UK.

All the other learning outcomes will be assessed locally by the 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 Executive Diploma in Strategic Management and Leadership, the Institute requires candidates to complete a management project of 5000-5500 words, within the Centre Assessment programme. You should check with your Centre what the agreed assessment programme is.

## ▶ | 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.

## ▶ | Qualification Structures

Units	Credit	Guided Learning Hours
Personal development as a strategic manager	6	20
Strategic performance management	7	25
Financial management	7	30
Strategic information management	9	30
Conducting a strategic management project	10	35
Organisational direction	9	30
Strategic project management	6	20
Organisational change	7	25
Strategic planning	9	30

## ▶ | CMI Award in Strategic Management and Leadership

Candidates need to complete any combination of units to a minimum of **6 credits** to achieve the qualification.

## ▶ | CMI Certificate in Strategic Management and Leadership

Candidates need to complete any combination of units to a minimum of **13 credits** to achieve the qualification.

## ▶ | CMI Executive Diploma in Strategic Management and Leadership

Candidates need to complete all units.

## Unit 1

### ▶ | Personal development as a strategic manager

**Aim:** This unit is about the leadership skills required by a manager to operate effectively at a strategic level.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to identify personal skills to achieve strategic ambitions	1.1 Analyse the strategic direction of the organisation 1.2 Evaluate the strategic skills required of the leader to achieve the strategic ambitions 1.3 Assess the relationship between existing, required and future skills to achieve the strategic ambitions
2. Be able to manage personal leadership development to support achievement of strategic ambitions	2.1 Discuss the opportunities to support leadership development 2.2 Construct a personal development plan to direct leadership development 2.3 Devise an implementation process for the development plan
3. Be able to evaluate the effectiveness of the leadership development plan	3.1 Assess the achievement of outcomes of the plan against original objectives 3.2 Evaluate the impact of the achievement of objectives on strategic ambitions 3.3 Review and update the leadership development plan
4. Be able to promote a healthy and safe environment that supports a culture of quality	4.1 Assess the impact of corporate and individual health and safety responsibilities on the organisation 4.2 Estimate an organisational culture of quality on the achievement of strategic ambitions

## Unit 2

### ▶ | Strategic performance management

**Aim:** This unit is about ensuring that the performance of the team contributes to meeting strategic objectives.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to set performance targets of teams to meet strategic objectives	1.1 Assess the links between team performance and strategic objectives  1.2 Evaluate tools and techniques available to set team performance targets  1.3 Assess the value of team performance tools to measure future team performance
2. Be able to agree team performance targets to contribute to meeting strategic objectives	2.1 Analyse how to determine required performance targets within teams against current performance  2.2 Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives  2.3 Relate the application of delegation, mentoring and coaching to the achievement of the organisational objectives  2.4 Evaluate a team performance plan to meet organisational objectives
3. Be able to monitor actions and activities defined to improve team performance	3.1 Assess the process for monitoring team performance and initiate changes where necessary  3.2 Evaluate team performance against agreed objectives of the plan  3.3 Evaluate the impact of the team performance in contributing to meeting strategic objectives
4. Be able to apply influencing and persuading skills, to the dynamics and politics of personal interactions	4.1 Determine influencing and persuading methodologies to gain the commitment of individuals to a course of action  4.2 Discuss the impact of individual dynamics, interests and organisational politics on securing the commitment of individuals to a course of action

## Unit 3

### ▶ | Financial management

**Aim:** This unit is about understanding financial data, and developing and making judgements on proposals against strategic objectives.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to analyse financial data	1.1 Determine how to obtain financial data and assess its validity  1.2 Apply different types of analytical tools and techniques to a range of financial documents and formulate conclusions about performance levels and needs of stakeholders  1.3 Conduct comparative analysis of financial data  1.4 Review and question financial data
2. Be able to assess budgets based on financial data to support organisational objectives	2.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets, legal requirements and accounting conventions  2.2 Analyse the budget outcomes against organisation objectives and identify alternatives
3. Be able to evaluate financial proposals for expenditure submitted by others	3.1 Identify criteria by which proposals are judged  3.2 Analyse the viability of a proposal for expenditure  3.3 Identify the strengths and weaknesses and give feedback on the financial proposal  3.4 Evaluate the impact of the proposal on the strategic objectives of the organisation

## Unit 4

### ▶ Strategic information management

**Aim:** This unit is about using management information to inform and support strategic decision making.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to understand the impact of management information on decision making	1.1 Identify the features of data and information 1.2 Determine the criteria to be applied when selecting data and information to support decision making 1.3 Evaluate the impact of a management information system to an organisation
2. Be able to understand the importance of information sharing within the organisation	2.1 Determine the legal responsibilities in sourcing, sharing and storing information 2.2 Discuss when information should be offered and access allowed 2.3 Evaluate the formats in which information can be offered
3. Be able to use information to inform and support strategic decision making	3.1 Analyse information to identify patterns and trends 3.2 Evaluate a range of decision making tools and techniques available to support a strategic decision 3.3 Determine the sources available to assist in analysing data and information
4. Be able to monitor and review management information	4.1 Identify methods of evaluating management information within an organisation 4.2 Discuss processes for analysing impact of information on strategic decisions made 4.3 Determine methods of developing information capture to inform and support strategic decision making

## Unit 5

### ▶ | Conducting a strategic management project

**Aim:** This unit is about identifying, researching and producing the results on an investigative project, and evaluating its impact.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to identify and justify a strategic investigative project	1.1 Determine a topic of investigation that has a strategic implication 1.2 Discuss the aim, scope and objectives of the project 1.3 Justify the topic of investigation and its aim, scope and objectives 1.4 Evaluate the project research methodology, including the project structure and research base
2. Be able to conduct research, using sources, and synthesise data and options	2.1 Identify sources of data and information that will support the aim of the project 2.2 Synthesise the data and information for options or alternatives that support the project aims 2.3 Determine an option or alternative that supports the project aims
3. Be able to draw conclusions and make recommendations that achieve the project aim	3.1 Evaluate the research analysis to enable conclusions to be made 3.2 Recommend a course of action that achieves the project aim 3.3 Analyse the impact of the recommendations
4. Be able to develop and review the results of the investigative project	4.1 Evaluate the medium to be used to present the result of the project 4.2 Produce the results of the investigative project 4.3 Evaluate the impact of the investigative project

## Unit 6

### ▶ | Organisational direction

**Aim:** This unit is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to review and determine the organisational strategic aims and objectives	1.1 Identify the current strategic aims and objectives 1.2 Undertake an evaluation of the component parts of a strategic plan 1.3 Analyse the factors affecting the strategic plan
2. Be able to identify and analyse progress towards organisational strategic aims and objectives	2.1 Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives 2.2 Review and assess the expectations of all stakeholders and their influence upon the organisational strategy 2.3 Analyse, interpret and produce a structured evaluation of the organisational strategic position
3. Be able to determine and evaluate strategic options to support a revised strategic position	3.1 Identify and develop a range of alternative strategic options to meet strategic aims and objectives 3.2 Determine and justify the strategic option that meets the revised strategic position

## Unit 7

### ▶ | Strategic project management

**Aim:** This unit is about the development of a project plan and its impact on strategic objectives.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Understand the impact of projects and project management on strategic objectives	1.1 Assess the purpose of project planning and management  1.2 Analyse how projects impact on the strategic objectives of an organisation
2. Understand the elements of a project process and plan	2.1 Describe the roles of a project sponsor and other project stakeholders  2.2 Evaluate need to scope and identify specification to develop a project plan  2.3 Explain the phases necessary in the construction of a project plan
3. Understand how to implement the project plan and evaluate the outcome(s)	3.1 Describe the process of gaining project implementation agreement  3.2 Assess the methods for securing stakeholder support for project implementation and operations  3.3 Describe the evaluation process to measure project performance (on-going/hand-over) to meet strategic objectives

## Unit 8

### ▶ | Organisational change

**Aim:** This unit is about identifying and developing change strategies to meet organisational objectives.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Understand how to apply solutions to organisational change	1.1 Identify a range of organisational change, models or frameworks 1.2 Apply a range of creative problem solving techniques to address change challenges 1.3 Identify and justify change solutions that link to organisational strategic plans
2. Understand how to develop a change strategy using implementation models	2.1 Evaluate a range of change implementation models 2.2 Identify the criteria to select a change implementation model that supports organisational change
3. Be able to analyse an organisational response to change	3.1 Demonstrate the use of analytical tools to monitor the progress and the effect of change 3.2 Assess monitoring and measurement techniques to change within an organisation 3.3 Analyse strategies to minimise adverse effects of change
4. Understand how to evaluate the impact of change strategies	4.1 Identify the processes to review the impact of the change 4.2 Analyse the results of the impact review 4.3 Present the findings of the change analysis

## Unit 9

### ▶ | Strategic planning

**Aim:** This unit is about the purpose, direction and implementation of strategic plans.

<b>Learning outcomes</b> <i>The learner will:</i>	<b>Assessment criteria</b> <i>The learner can:</i>
1. Be able to understand the purpose of a strategic plan	1.1 Identify the organisational strategic aims and objectives  1.2 Determine the alternative strategic options available  1.3 Assess the impact of stakeholder expectations on a strategic plan
2. Be able to select a strategic direction from analysis of alternative strategic options	2.1 Determine the alternative strategic options available  2.2 Assess priorities and the feasibility of alternative options  2.3 Carry out a risk assessment of preferred alternatives  2.4 Identify and justify the selected strategic directions  2.5 Produce a strategic plan to achieve the selected strategic directions
3. Be able to implement, evaluate, monitor and review the strategic plan	3.1 Assess the factors to be considered in the implementation of the strategic plan  3.2 Determine the processes required to monitor and review the strategic plan  3.3 Determine the impact of the strategic plan