

## ILM Level 7 NVQ Diploma in Strategic Management & Leadership

Unit No: 700 (Level 7 - Credit Value = 5)

### 'Develop a strategic business plan'

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In this unit you will learn how to identify possible strategies to build on strengths, resolve weaknesses, exploit opportunities and avoid threats. Learners will discover effective approaches to strategy implementation and how to maintain a strategic fit between an organisation's objectives and resources and its changing market opportunities.

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The Learner is to provide narrative for each task of how they meet the criteria unless otherwise stated. You must provide full answers that allow for proper assessment of the work you are doing (or have done recently) or what role you have within your working environment. It is expected that you will need approximately 300 - 400 words per task, providing as much detail as possible.

You will answer each assessment criteria in your own words and write in the first person, ie "I do this". A tip is always to keep in mind the "who, why, how, where and when" in each answer. For any of the criteria you may choose to support your narrative with appropriate referenced evidence.

Please note where only documentation/evidence is required to meet the assessment criteria this will be stated.

### Research tips:

- <http://www.liquidplanner.com/blog/5-key-principles-resource-management/>
- <http://www.referenceforbusiness.com/small/Eq-Inc/Human-Resource-Management.html>
- <http://capital-investment.co.uk/capital-investment-appraisal.php>
- [https://en.wikipedia.org/wiki/Stakeholder\\_management](https://en.wikipedia.org/wiki/Stakeholder_management)
- <http://www.strategy-implementation.24xls.com/en110>
- <http://www.slideshare.net/ijjrrdd/5-approaches-to-strategy-implementation>



**ILM Level 7 NVQ Diploma in Strategic Management & Leadership** Unit No: 700 **'Develop a strategic business plan'**

**Learning Outcome 1** - Understand the principles underpinning the development of a strategic business plan

- Evaluate a range of strategic planning theories and models
- Analyse the principles of resource management
- Evaluate the principles of capital investment appraisal
- Evaluate the role of stakeholders in the development of strategic business plans and explain how to involve them

**Learning Outcome 2** - Be able to prepare for business strategy implementation

- Prioritise strategic objectives in a way that is consistent with an organisation's vision and values and set meaningful and realistic Key Performance Indicators (KPIs) and evaluation criteria
- Identify current and likely future resource requirements and programmes of activity that are capable of achieving strategic objectives
- Develop risk management plans that address identified and likely potential risks
- Assess the costs and benefits of different approaches to strategy implementation
- Develop policies that are consistent with the strategy and vision and which are capable of meeting the objectives

**Learning Outcome 3** - Be able to develop plans to deliver the business strategy

- Take action to ensure the strategic plan is comprehensive in its coverage of products and/or services, quality, Human Resources, finance and marketing and / that organisational structures and processes are capable of delivering the plan
- Developed plans to manage the supply chain, interdependencies and the potential for friction
- Addressed any legal or ethical requirements
- Articulated the business plan and gain the support of stakeholders



## ILM Level 7 NVQ Diploma in Strategic Management & Leadership

Unit No: 701 (Level 7 - Credit Value = 5)

### 'Execute a strategic business plan'

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In this unit you will learn how to follow through on well-thought out plans, set clear priorities and discover how best to implement a strategic business plan. Execution done right is a disciplined process, you will influence a logical set of connected activities to make a strategy work for an organisation.

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You will answer each assessment criteria in your own words and write in the first person, ie "I do this". A tip is always to keep in mind the "who, why, how, where and when" in each answer. For any of the criteria you may choose to support your narrative with appropriate referenced evidence.

Please note where only documentation/evidence is required to meet the assessment criteria this will be stated.

### Research tips:

- <http://beta.tutor2u.net/business/reference/centralised-versus-decentralised-structures>
- [https://en.wikipedia.org/wiki/Business\\_process\\_reengineering](https://en.wikipedia.org/wiki/Business_process_reengineering)
- <http://www.businessballs.com/project.htm>
- <http://www.businessballs.com/project.htm#gantt-charts>
- <http://www.businessballs.com/project.htm#critical-path-analysis>
- <http://smallbusiness.chron.com/evaluate-success-business-strategic-process-5113.html>



**ILM Level 7 NVQ Diploma in Strategic Management & Leadership** Unit No: 701 **'Execute a strategic business plan'**

**Learning Outcome 1** - Understand the principles underpinning the execution of a strategic business plan

- Analyse the concepts of empowerment, authority, responsibility, accountability and delegation and their implications for different types of organisational structure
- Evaluate the advantages and disadvantages of centralised and decentralised structures
- Assess the place of change management within strategy execution
- Analyse the principles of business process re-engineering
- Evaluate the use of Project Management techniques for monitoring the 'delivery' of a strategic business plan and the extent to which these tools can be used for monitoring Strategic 'Performance'. Evaluate the advantages and limitations of these techniques.

**Learning Outcome 2** - Be able to implement a strategic business plan

- Develop the vision and objectives of a strategic business plan
- Delegate responsibilities to individuals who are authorised to put the strategy into action
- Allocate resources in accordance with priorities
- Monitor the progress of the implementation against the evaluation plan, key performance indicators (KPIs) and evaluation criteria & take prompt action in the event of problems arising

**Learning Outcome 3** - Be able to evaluate a strategic business plan

- Justify an evaluation approach that is appropriate for the nature of the business and the purpose of the evaluation
- Evaluate the extent of success of the strategy against evaluation criteria & identify the reasons for successes and failures
- Identify the degree of fit between an organisation's strategy and its structure



## ILM Level 7 NVQ Diploma in Strategic Management & Leadership

Unit No: 702 (Level 7 - Credit Value = 6)

### 'Provide Strategic Leadership & Direction'

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In this unit you will learn how to lead in ways that position a business for the future while meeting current demands. Strategic leadership requires us to think, act and influence others in ways that promote the enduring success of an organisation. Learn how to take decisive action that is consistent with the strategic direction of a business – despite ambiguity, complexity and chaos.

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You will answer each assessment criteria in your own words and write in the first person, ie “I do this”. A tip is always to keep in mind the “who, why, how, where and when” in each answer. For any of the criteria you may choose to support your narrative with appropriate referenced evidence. Please note where only documentation/evidence is required to meet the assessment criteria this will be stated.

### Research tips:

- [http://en.wikipedia.org/wiki/Workforce\\_planning](http://en.wikipedia.org/wiki/Workforce_planning)
- [https://en.wikipedia.org/wiki/Organizational\\_structure](https://en.wikipedia.org/wiki/Organizational_structure)
- <http://www.simply-strategic-planning.com/strategic-choice.html>
- <http://blog.commlabindia.com/elearning-design/employee-empowerment-strategies>
- [https://www.mindtools.com/pages/article/newLDR\\_50.htm](https://www.mindtools.com/pages/article/newLDR_50.htm)
- [https://en.wikipedia.org/wiki/Business\\_performance\\_management](https://en.wikipedia.org/wiki/Business_performance_management)
- <http://www.bpir.com/benchmarking-what-is-benchmarking-bpir.com.html>
- [https://en.wikipedia.org/wiki/Environmental\\_impact\\_assessment](https://en.wikipedia.org/wiki/Environmental_impact_assessment)



**ILM Level 7 NVQ Diploma in Strategic Management & Leadership** Unit No: 702 **'Provide Strategic Leadership & Direction'**

**Learning Outcome 1** - Understand the characteristics underpinning strategic leadership and direction

- Assess the implications of corporate strategy and organisational development on organisational structures and workforce composition
- Evaluate the influence of strategic choice on the structure, culture, leadership and direction of an organisation
- Evaluate the role of strategic leadership and direction when operating in turbulent markets and periods of significant change
- Analyse the characteristics and suitability of a range of leadership styles used to provide strategic direction
- Evaluate the nature, influence and implications of an empowerment strategy

**Learning Outcome 2** - Be able to provide leadership and direction to achieve organisational objectives

- Evaluate the impact of leadership styles on strategic decisions
- Align business processes to the achievement of strategic goals
- Evaluate the impact of operational and financial strategies and objectives on internal and external stakeholders
- Apply strategies to motivate employees and enhance their performance

**Learning Outcome 3** - Be able to evaluate the effectiveness of the leadership and direction of an organisation

- Evaluate tools and processes used to measure the performance of a business and its people
- Benchmark an organisation's performance against its competitors
- Evaluate the effectiveness of an organisation's employee engagement and employee relations strategies
- Evaluate the environmental and social impact of an organisation
- Identify areas for improvement in strategies relating to: operational performance and the leadership of people and the social and environmental impact of an organisation

