



SEVERN
BUSINESS
COLLEGE

**Qualifi Level 7 Diploma in Executive
Management**

Course Handbook

Qualification

Qualifi Level 7 Diploma in Executive Management

Ofqual Number

601/7656/8

Level

7

Total Qualification Time

1200

Credit Value

120

Aim of the Course

Level 7 qualifications are designed to develop the learners' knowledge, understanding and skills required to deal with the complexities of leadership and strategic management in a business context, and to develop their ability to lead change in organisations.

Assessment

Assessment is through practical assignments, with no exams - to more accurately reflect the real working environment.

Course Structure

Qualifi Level 7 Diploma in Executive Management			
Unit number	Units	Unit level	Unit credit
QFEXE 1.1	Corporate Strategy	7	15
QFEXE 1.2	Corporate Finance and Financial Strategy	7	15
QFEXE 1.3	Human Resource Practice, Leadership and Managing People	7	15
QFEXE 1.4	Global Trade and its Impact on Strategy	7	15
QFEXE 1.5	Research, Problem Solving and Business Reporting	7	15
QFEXE 1.6	Operations, Quality and Supply Chain Management	7	15
QF 708	Strategic Marketing	7	15
QFEXE 1.8	Project Management	7	15

Assessment Grades

Marks Ranges %	Marking Criteria
40-100	Pass: All learning outcomes are achieved. All assessment criteria are met.
0-39	Fail: All learning outcomes are not achieved. All assessment criteria are not met.
No Marks	Plagiarism

UNIT SPECIFICATIONS

Unit Title

Corporate Strategy

Level

7

Learning Time Hours

150

Credit Value

15

Unit aim

This unit is aimed at developing learners' critical analysis of corporate strategy and the role of supply chains in a global context. It explores how functional strategies are integrated and the relationship between strategy and organisation. It also requires learners to demonstrate professional skills that enable effective business management at the strategic level. The unit will

examine theoretical and conceptual frameworks and their use in evaluating and recommending practical applications in business areas such as market entry, internationalisation, global sourcing, globalisation, alliances and corporate growth.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Evaluate strategy in the global corporate context and apply different concepts and approaches; and address ethical considerations	1.1 Critically analyse strategic theories and models. 1.2 Assess and determine how successful different strategies are when applied in the global marketplace. 1.3 Evaluate how individual and organisational ethics, also global ethical issues can impact corporate strategy.
2. Critically assess the role played by global supply chains in organisations	2.1 Critically analyse supply chain methods, models and theories. 2.2 Critically assess the role of global supply chains in organisations. 2.3 Identify the factors that can affect global supply chains and how they can impact on corporate strategy, and any mitigating actions organisations can take to reduce any negative impacts.
3. Evaluate strategies in a range of areas	3.1 Evaluate how corporate strategy can be applied in a range of organisation functions. 3.2 Critically assess how corporate strategy can be successfully integrated into organisations. 3.3 Discuss how different organisation functions can affect the success of corporate strategy across the organisation.
4. Demonstrate a range of professional skills including critical thinking, negotiation skills, leadership and team work, and communication skills	4.1 Evaluate personal skills against the skill set needed to operate effectively in a global organisation at strategic level. 4.2 Understand and make use of theory, relevant techniques and practices that enables learners to develop their individual skill set. 4.3 Provide personal examples where a range of professional skills were demonstrated. 4.4 Communicate effectively with fellow professionals and competently present ideas and proposals.

Supplementary Text and Reading:

Textbooks

- Harrison, A and van Hoek, R. (2008), Logistics Management and Strategy: Competing through the Supply Chain (3rd edition)
- Johnson, G. Scholes, K. and Whittington, R., 2008, Exploring Corporate Strategy (8th edition)
- Lasserre, P., 2003, Global Strategic Management

Journals

- The Strategic Management Journal
- Journal of Supply Chain Management
- Harvard Business Review

Websites

- Cranfield Research papers
- The McKinsey Quarterly

UNIT SPECIFICATIONS

Unit Title

Corporate Finance and Financial Strategy

Level

7

Learning Time Hours

150

Credit Value

Unit aim

This unit addresses the issues around making investment decisions and corporate finance at the global level. It highlights strategic approaches, risk and needs for maintaining working capital. The unit explores different capital structures, foreign exchange options and corporate finance, restructuring. Learners will be expected to use case study material to explore these issues and be able to manipulate financial information.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Contrast investment strategies and determine the factors that affect investment decision making in organisations	1.1 Understand and critically assess the organisational and operational factors that affect investment decisions. 1.2 Critically evaluate how corporate strategy can determine investment decisions. 1.3 Apply a range of models that can influence investment strategy and decisions.
2. Evaluate and appraise the financial strategies of different organisations	2.1 Critically understand the financial strategies of a range of different organisations across different business sectors. 2.2 Use case study information to evaluate the financial strategies of organisations in at least two different business sectors. 2.3 Critically appraise the financial strategies of governmental, charitable and private sector organisations.
3. Analyse the impact of foreign exchange risk on organisations	3.1 Explain how the foreign exchange market works and how it can influence business and organisational decisions. 3.2 Understand the risks involved with foreign exchange and critically assess potential impacts on a range of different organisations in different sectors. 3.3 Critically assess whether foreign exchange markets can be a viable method for financing corporate restructuring.
4. Identify and critique systems employed to plan and control working capital	4.1 Evaluate the importance of working capital to organisations and understand the systems and methods used to manage working capital. 4.2 Identify the risks where working capital management is not applied and the reasons why systems to monitor working capital management fail. 4.3 Critique the systems and methods used to plan working capital.
5. Assess and decide upon appropriate strategies for restructuring	5.1 Critically assess the finance options available to corporations when looking to restructure their business including merger and acquisition strategies. 5.2 Identify the risks involved in pursuing different financial options in pursuit of corporate re-structuring. 5.3 Critique the success of a range of organisations that have pursued different re-structuring options.

Supplementary Text and Reading:

Textbooks

- Watson, D. and Head, A. (latest edition) Corporate Finance, Principles and Practice Harlow: FT Prentice Hall
- Arnold, G (latest edition) Corporate Financial Management Harlow: FT Prentice Hall
- Madura, J. and Fox, R. (latest edition) International Financial Management London: Thomson

Journals

- International Research Journal of Finance and Economics (<http://www.internationalresearchjournaloffinanceandconomics.com/>)
- Wall Street Journal
- Journal of Banking & Finance

Websites

- www.bbc.co.uk/news
- www.ft.com
- www.reuters.com

UNIT SPECIFICATIONS

Unit Title

Human Resource Practice, Leadership and Managing People

Level

7

Learning Time Hours

150

Credit Value

15

Unit aim

The aim of this unit is to critique the skills, value and contribution of human resource management and development practitioners, and leaders for the effective operation of organisations. Learners will gain insight into HR and leadership practices and techniques and examine relevant theory. The need for expertise and professionalism amongst HR practitioners and how ethics and culture in organisations might be affected is also considered. The unit requires learners to be aware of contemporary research, debate and thinking on HR and leadership.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Review and critically evaluate contemporary research and debate in human resource management and development	1.1 Critique contemporary approaches to human resource management and development. 1.2 Identify research evidence on employment and effective approaches to human resource management, learning and development practice and critically evaluate how the research evidence has affected management thinking and practice. 1.3 Identify people management practices that have changed as a result of research evidence and led to positive organisational outcomes, citing real examples.
2. Critically evaluate theory and practice relating to motivation, commitment and employee engagement within organisations	2.1 Critically evaluate the main theories on motivation, commitment and employee engagement and their relevance in contemporary organisations. 2.2 Illustrate how management practice has used, adapted or developed theoretical models using examples in real organisations. 2.3 Justify how employee engagement is a positive factor in organisational health terms and provide real examples of this for a range of different organisations.
3. Critically assess the role and characteristics of effective leadership, and their development	3.1 Evaluate contemporary thinking about what makes a leader. 3.2 Critically evaluate the role of leadership in organisations and characteristics of effective leaders. 3.3 Identify relevant and suitable leadership development activities and experiences.
4. Critically discuss the role and practices of HR management and development	4.1 Critique the role of HR management and development in organisations and how HR and other managers can productively work together. 4.2 Discuss the need for professional and qualified HR practitioners in organisations. 4.3 Critically evaluate how ethics and organisational culture can be influenced by HR practices.

Supplementary Text and Reading:

Textbooks

- Adams, (2007), *Managing People in Organisations: Contemporary theory and practice*
- Hughes, (2006), *Change Management: A critical perspective*
- Rees and French, 2010, *Leading, Managing and Developing People*. 3rd edition.

Journals

- Harvard Business Review
- Human Resource Management Journal
- People Management

Websites

- ACAS

- CIPD
- Department for Business Innovation and Skills

UNIT SPECIFICATIONS

Unit Title

Global Trade and its impact on Strategy

Level

7

Learning Time Hours

150

Credit Value

15

Unit aim

The unit looks at contemporary trade and trade issues as they affect organisations. It examines the impact of globalisation, the internet, politics and ethics on business behaviour and business success.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Analyse the impact of globalisation on business, business behaviour and strategy	1.1 Assess how organisational behaviour can be affected by changes in international trade and globalisation of business. 1.2 Identify measures and economic groups that aim to restrict trade and evaluate how successful they are. 1.3 Critically evaluate how international trade relations and regulation affects the supply of materials, labour, products and services in different industries.
2. Critically evaluate how the internet, politics and ethics has affected trade, business behaviour and strategy	2.1 Discuss how the internet has changed global trade and critique how it has affected different industry sectors and individual companies using case study evidence. 2.2 Discuss how global brands and other companies have been affected by the politicization of issues and ethical considerations. 2.3 Identify policies and ways of working that companies use to protect themselves against shifts in trade, national or international barriers and policy that restrict trade.

Supplementary Text and Reading:

Textbooks

- Gerber, J., (2011) International Economics
- Salvatore, D (2007) International Economics
- Krugman, p., and Obstfeld, M., (2005) International Economics

Journals

- The Economist
- International Trade Journal

UNIT SPECIFICATIONS

Unit Title

Research, Problem Solving and Business Reporting

Level

7

Learning Time Hours

Credit Value

15

Unit aim

The unit will develop learners' use and understanding of research methods and using research evidence. It will review relevant methods and theory connected with identifying and solving business problems as well as exploring the use of decision making tools. Learners will be expected to develop and show competence in their business writing too by presenting reports that make use of relevant research evidence to support their propositions and recommendations.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Critically evaluate business problems and make use of relevant methods and theory to analyse problems and make appropriate decisions	1.1 Critically analyse strategic and operational strengths and weaknesses for different organisations in a range of sectors. 1.2 Critically examine problem structuring methods and apply problem analysis methods and theory to specific business issues and comment on their relevance and usability. 1.3 Critically examine relevant decision making tools that can be applied to business problems and comment on their relevance and usability.
2. Be able to understand and apply different research methods that can provide realistic and applicable outcomes	2.1 Critically apply the principles and practices of quantitative and qualitative research on a practical level. 2.2 Define research and development questions and prioritise them in relation to contemporary managerial and business needs.
3. Develop and present persuasive reports on business issues making use of research evidence	3.1 Make use of research evidence, big data, data analytics and pattern recognition to support business propositions and recommendations. 3.2 Critically identify the requirements of an effective report and the factors that make it compelling for senior and strategic management. 3.3 Produce effective reports that articulate business problems, point to relevant research evidence and provide recommendations.

Supplementary Text and Reading:

Textbooks

- Cameron, S, and Price, D., (2009) Business Methods. A practical Approach
- Saunders et al (2010) Research Methods for Business Students. (Latest Edition)

UNIT SPECIFICATIONS**Unit Title**

Operations, Quality and Supply Chain Management

Level

7

Learning Time Hours

150

Credit Value

15

Unit aim

The unit considers operations management and its contribution in supporting business objectives. It addresses quality and supply chain issues and how different organisations and industries make use of different systems, techniques and methods. Learners will be able to evaluate alternative operations management strategies to support business performance.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Assess the contribution of operations management in organisations and how it supports business objectives	1.1 Critically evaluate the business operations of a number of organisations in different industry sectors. 1.2 Critically analyse how process and lean techniques and methods can contribute to effective operations. 1.3 Explore the role of customer service in organisations and how this can impact operations.
2. Evaluate the role and contribution of quality models, systems and standards to modern day business operations	2.1 Critically evaluate a range of quality models, systems and standards. 2.2 Explore the use of quality models and systems in different companies across a range of industry sectors. 2.3 Identify the pros and cons, and relevance of using quality models and systems in modern day business operations.
3. Evaluate the contribution of suppliers and supply chains on effective operations	3.1 Critically evaluate supply chain theories and models and explore the use of supply chain management in different companies across a range of industry sectors. 3.2 Review how logistics impacts upon supply chain management. 3.3 Identify the main requirements of supplier contracts, the risks involved and mitigating strategies for organisations when securing effective contracts.

Supplementary Text and Reading:

Textbooks

- Slack et al., (2012), Operations & Process Management: Principles & Practice for Strategic Impact
- Slack et al., (2010), Operations Management
- Harrison and Hoek, (2008) Logistics management and Strategy
- Turner C & Martin J, (2010) Contract Law

Journals

- International Journal of Operations and Production Management
- Institute of Operations management: Control
- Manufacturing and Service Operations management

Websites

- Operations management Library http://www.managementhelp.org/ops_mgnt.htm
- Institute of Operations Research and the Management Science <http://www.informs.org>
- Production and Operations Management Society <http://poms.org>

UNIT SPECIFICATIONS

Unit Title

Strategic Marketing

Level

7

Learning Time Hours

150

Credit Value

15

Unit aim

The unit will investigate underlying models, techniques and theories that underpin marketing and can contribute to strategic objectives. It will also provide learners with a critical understanding of the marketing function within complex organisations.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
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1. Be able to understand the relationship between the marketing plan and strategic objectives	1.1 Critically evaluate how marketing techniques and tools can support the strategy of an organisation and how this impacts on the marketing plan. 1.2 Determine marketing methodologies and approaches that contribute to a marketing plan within complex organisations. 1.3 Address risk associated with the marketing plan.
2. Be able to produce a strategic marketing plan	2.1 Critically analyse the components of a marketing plan and the levels of importance of each component to the achievement of strategic objectives. 2.2 Address mitigation strategies for high risk components of the plan. 2.3 Develop a marketing plan that will achieve strategic objectives for a complex organisation.
3. Be able to promote the marketing plan in support of strategic objectives	3.1 Discuss how the plan supports strategic objectives. 3.2 Develop an approach to gain agreement for the marketing plan that will change organisation actions and methods to achieve strategic objectives. 3.3 Critically evaluate and provide review measures for the agreed plan.

Supplementary Text and Reading:

Textbooks

- Hollensen, S. (2010) Global Marketing, A Decision-Oriented Approach, 5th Ed.
- Kotabe, M., and Helsen K. (2010) Global Marketing Management, 5th Ed
- Usinier, J, C, and Lee, J. A. (2009) Marketing Across Cultures 5th Ed

Journals

- European Journal of Marketing
- International Marketing Review
- Journal of International Marketing

UNIT SPECIFICATIONS

Unit Title

Project Management

Level

7

Learning Time Hours

150

Credit Value

15

Unit aim

The unit will support learners in their appreciation of project management methods, techniques and tools. It will consider human, financial and other matters in project feasibility and how people, teams and risk is factored into project initiation and delivery.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Review and analyse project management disciplines and their effectiveness for organisations	1.1 Critically evaluate project management methods, models and underpinning theories. 1.2 Assess the value of project planning methods, individual plans and project management processes for a range of different organisations and business objectives 1.3 Identify how risk is managed in projects and illustrate how risk can be mitigated in global, complex or sensitive projects.
2. Review project feasibility methods, the role of people and teams in projects and the use of project software	2.1 Critically review how project feasibility can be assessed for individual projects. 2.2 Critically evaluate the role and choice of individuals and teams in project development and project delivery. 2.3 Evaluate the uses and effectiveness of different project management software.

Supplementary Text and Reading:

Textbooks

- Maylor, H., (2010) Project Management
- Pinto, J., (2009) Project Management: Achieving Competitive Advantage

Journals

- International Journal of Project management
- Project Management Journal
- Project Management Today

Websites

- APMG International
- OGC