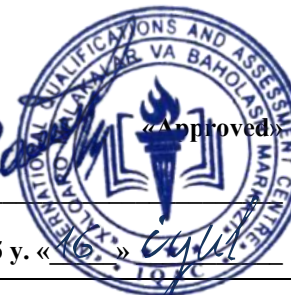




**INTERNATIONAL QUALIFICATIONS  
AND ASSESSMENT CENTRE (IQAC)**



2025 y. « 10 » 04/10

<b>Programme</b>	<b>Level 5 Extended Diploma in Strategic Business Management (RQF)</b>	
<b>Unit Number/ Unit Title</b>	<b>UNIT 7 STRATEGIC PLANNING AND IMPLEMENTATION</b>	
<b>Cohort Code:</b>	L05SPI-U7	
<b>Unit Level</b>	LEVEL 5	
<b>Total GLH</b>	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110	
<b>Credits/Hours</b>	20 CATS/ 10 ECTS	
<b>Lecturer</b>		
<b>Start Date</b>		<b>End Date</b>

<b>Unit Aims</b>	This unit aims to equip students with the skills and knowledge to develop, implement, and evaluate strategic planning principles that drive organizational success. Students will also be able to analyze the external business environment, formulate organizational strategies as well as implement and monitor strategic plans.	
<b>Differentiation Strategies</b> <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students' needs will be adopted throughout the lesson. Such will include: <ol style="list-style-type: none"><li>1. Progressive tasks</li><li>2. Digital resources</li><li>3. Verbal support</li><li>4. Variable outcomes</li><li>5. Collaborative learning</li><li>6. Ongoing assessment</li><li>7. Flexible-pace learning</li></ol>	

<b>Equality &amp; Diversity</b>	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.
<b>Safeguarding &amp; Prevent</b>	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
<b>Health &amp; Safety</b>	SIRM H&S policies will be maintained.
<b>Learning Resources</b>	<b>Teaching and Learning Materials</b>
	<b>David, F. R. (2017). "Strategic Management: Concepts and Cases." Pearson.</b>
	Kaplan, R. S., & Norton, D. P. (2005). "The Office of Strategy Management." Harvard Business Review, 83(10), 72-80.
	Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). "Strategy Safari: A Guided Tour Through the Wilds of Strategic Management." Free Press.
	Wheelen, T. L., & Hunger, J. D. (2017). "Strategic Management and Business Policy: Globalization, Innovation and Sustainability." Pearson.
	Porter, M. E. (1996). "What is Strategy?" Harvard Business Review, 74(6), 61-78.

Learning Outcome	Assessment Criteria
<b>LO1. Learner will be able to understand strategic planning principles.</b>	AC 1.1: Define strategic planning and its importance in organizational success. AC 1.2: Explain the components of a strategic plan (vision, mission, objectives, strategies). AC 1.3: Analyse the role of environmental scanning and SWOT analysis in strategic planning.
<b>LO2. Learner will be able to analyse the external business environment.</b>	AC 2.1: Evaluate the external factors (economic, political, technological) influencing strategic planning. AC 2.2: Assess industry dynamics, competitive forces, and market trends. AC 2.3: Analyse the impact of globalization on strategic decision-making.
<b>LO3. Learner will be able to formulate organizational strategies.</b>	AC 3.1: Formulate organizational strategies aligned with the mission and objectives. AC 3.2: Develop strategies for achieving competitive advantage. AC 3.3: Integrate ethical considerations and corporate social responsibility into strategic decision-making.
<b>LO4. Learner will be able to implement and strategic plans.</b>	AC 4.1: Develop implementation plans and action steps to execute the strategic plan. AC 4.2: Monitor the progress of strategic initiatives and adjust plans as needed. AC 4.3: Assess the role of leadership and organizational culture implementation.
<b>LO5. Learner will be able to evaluate strategic performance</b>	AC 5.1: Develop key performance indicators (KPIs) to measure the success of strategic initiatives. AC 5.2: Evaluate financial and non-financial metrics to assess strategic performance. AC 5.3: Analyse the impact of strategic decisions on organizational outcomes.
<b>LO6. Learner will be able to adapt strategies to changing environments.</b>	AC 6.1: Assess the need for strategic adaptation in response to changes in the business environment. AC 6.2: Develop strategies for managing organizational change. AC 6.3: Evaluate the flexibility and agility of the strategic planning process in adapting to unforeseen circumstances.

No	Learning Outcomes/Topic	Learning and Teaching Outcomes	Which assessment criteria does the session relate to?	Day/month/year/signature
1.	Introduction to Strategic Planning	<ul style="list-style-type: none"> <li>Define strategic planning and its importance in organizational success.</li> <li><b>Activities:</b> Lecture: Definitions, objectives, and significance. Class Discussion: Why do organizations need strategic planning? Group Activity: List organizations with notable strategies.</li> </ul>	LO1, AC 1.1	
2.	Vision, Mission, and Objectives	<ul style="list-style-type: none"> <li>Explain the components of a strategic plan (vision, mission, objectives, strategies).</li> <li><b>Activities:</b> Lecture: Breakdown of strategic plan components. Workshop: Write vision and mission statements for a fictional business. Peer Review: Analyze each other's strategic components.</li> </ul>	LO1, AC 1.2	
3.	SWOT Analysis and Environmental Scanning	<ul style="list-style-type: none"> <li>Analyse the role of environmental scanning and SWOT analysis in strategic planning.</li> <li><b>Activities:</b> Lecture: Environmental scanning and SWOT analysis. Individual Task: Conduct a SWOT analysis on a chosen organization. Group Discussion: Compare insights from different SWOTs.</li> </ul>	LO1, AC 1.3	
4.	External Business Environment	<ul style="list-style-type: none"> <li>Evaluate the external factors (economic, political, technological) influencing strategic planning.</li> <li><b>Activities:</b> Lecture: PESTLE analysis for external environment.</li> </ul>	LO2, AC 2.1	

		<p>Group Activity: Analyze a recent event affecting external business factors.</p> <p>Class Discussion: Link between environment and strategy.</p>		
5.	Revision Class	<ul style="list-style-type: none"> <li>• <b>Task 1: Strategic Planning Simulation</b>  <b>Instructions:</b> In pairs, draft a mini strategic plan for a startup, including vision, mission, objectives, and a SWOT analysis.  <b>Objective:</b> Apply strategic planning components to a business scenario and evaluate internal strengths and external challenges.</li> <li>• <b>Task 2: Environmental Scanning Reflection</b>  <b>Instructions:</b> Individually, select a real company and write a short reflection on how external factors (using PESTLE) are shaping its current strategic direction.  <b>Objective:</b> Assess the impact of external environmental factors on strategic decision-making.</li> </ul>	LO1-LO2	
6.	Industry and Market Analysis	<ul style="list-style-type: none"> <li>• Assess industry dynamics, competitive forces, and market trends.</li> <li>• <b>Activities:</b>  Lecture: Porter's Five Forces and industry life cycle.  Case Study Analysis: Examine industry competition.  Individual Task: Analyze competitive forces in a sector of interest.</li> </ul>	LO2 AC 2.2	
7.	Globalization and Strategy	<ul style="list-style-type: none"> <li>• Analyse the impact of globalization on strategic decision-making.</li> <li>• <b>Activities:</b>  Lecture: Globalization trends and strategy.  <ul style="list-style-type: none"> <li>• Debate: Does globalization benefit or hinder strategic planning?</li> </ul> Group Work: Global strategy development for a local business.</li> </ul>	LO2 AC 2.3	

8.	Strategy Formulation Basics	<ul style="list-style-type: none"> <li>Formulate organizational strategies aligned with the mission and objectives.</li> <li><b>Activities:</b> Lecture: Strategy formulation process. Workshop: Create strategic objectives from a given mission. Peer Review: Provide feedback on strategy drafts.</li> </ul>	LO3, AC 3.1	
9.	Achieving Competitive Advantage	<ul style="list-style-type: none"> <li>Develop strategies for achieving competitive advantage.</li> <li><b>Activities:</b> Lecture: Cost leadership, differentiation, and focus strategies. Case Study: Analyze how firms gain competitive advantage. Group Activity: Propose a strategy for a fictional company.</li> </ul>	LO3, AC 3.2	
10.	Revision Class	<ul style="list-style-type: none"> <li><b>Task 1: Industry and Competitive Forces Analysis</b> <b>Instructions:</b> Individually, select an industry and perform a detailed analysis using Porter's Five Forces model, then identify how companies in that sector can achieve a competitive advantage. <b>Objective:</b> Evaluate industry dynamics and competitive forces, and propose strategies for firms to maintain or improve their competitive position.</li> <li><b>Task 2: Global Strategy and Competitive Advantage Plan</b> <b>Instructions:</b> In groups, create a strategic plan for a local company to expand globally, considering the impact of globalization and strategies for gaining competitive advantage. <b>Objective:</b> Develop strategies for international expansion, aligning the company's mission and competitive advantage with global market opportunities.</li> </ul>	LO2-LO3	
11.	Review	<ul style="list-style-type: none"> <li>Review of strategic planning and implementation.</li> <li><b>Activities:</b> <b>Review Session:</b> Key concepts covered from weeks 1-10.</li> </ul>	LO1-LO2-LO3	

		<ul style="list-style-type: none"> <li>• <b>Mock Exam:</b> Practice questions on strategic planning and implementation.</li> <li>• <b>Feedback Session:</b> Discuss common issues faced by students.</li> </ul>		
12.	Ethics and CSR in Strategy	<ul style="list-style-type: none"> <li>• Integrate ethical considerations and corporate social responsibility into strategic decision-making.</li> <li>• <b>Activities:</b> Lecture: Ethics and CSR in strategy. Class Discussion: Should companies sacrifice profit for CSR? Group Work: Ethical strategy plan creation.</li> </ul>	LO3, AC 3.3	
13.	Strategic Implementation Planning	<ul style="list-style-type: none"> <li>• Develop implementation plans and action steps to execute the strategic plan.</li> <li>• <b>Activities:</b> Lecture: Implementation frameworks and tools. Workshop: Create action plans from a strategy. Peer Feedback: Evaluate implementation feasibility.</li> </ul>	LO4, AC 4.1	
14.	Monitoring and Control	<ul style="list-style-type: none"> <li>• Monitor the progress of strategic initiatives and adjust plans as needed.</li> <li>• <b>Activities:</b> Lecture: Monitoring tools (Balanced Scorecard, KPIs). Group Work: Simulate plan adjustments based on scenarios. Class Discussion: Importance of flexibility in implementation.</li> </ul>	LO4, AC 4.2	
15.	Leadership and Culture	<ul style="list-style-type: none"> <li>• Assess the role of leadership and organizational culture in successful plan implementation.</li> <li>• <b>Activities:</b> Lecture: Role of leadership styles and culture. Case Study: Leadership impact on failed/successful strategy. Class Debate: Culture vs. leadership – which matters more?</li> </ul>	LO4, AC 4.3	

16.	Midterm	<ul style="list-style-type: none"> <li>• <b>Midterm assessment</b> covering all learning outcomes (theory and practical elements)</li> </ul>	LO1, LO2, LO3, LO4	
17.	Feedback & Reflection	<ul style="list-style-type: none"> <li>• Review of key concepts covered</li> <li>• Reflective discussion on strategic planning and implementation</li> <li>• Course evaluations</li> <li>•</li> </ul>	LO1, LO2, LO3, LO4	
18.	KPIs and Strategic Performance	<ul style="list-style-type: none"> <li>• Develop key performance indicators (KPIs) to measure the success of strategic initiatives.</li> <li>• <b>Activities:</b> Lecture: Types of KPIs and selection criteria. Workshop: Design KPIs for a given strategy. Peer Review: Evaluate clarity and relevance of KPIs.</li> </ul>	LO5, AC 5.1	
19.	Financial Metrics in Strategy	<ul style="list-style-type: none"> <li>• Evaluate financial and non-financial metrics to assess strategic performance.</li> <li>• <b>Activities:</b> Lecture: Balanced performance evaluation. Case Analysis: Use financial reports to assess strategy. Group Work: Recommend metrics for a nonprofit.</li> </ul>	LO5, AC 5.2	
20.	Non-Financial Metrics	<ul style="list-style-type: none"> <li>• Evaluate non-financial indicators of performance.</li> <li>• <b>Activities:</b> Lecture: Brand value, employee engagement, CSR impact. Case Study: Reputation management. Discussion: Intangibles in strategy.</li> </ul>	LO5, AC 5.2	
21.	Strategic Decision Outcomes	<ul style="list-style-type: none"> <li>• Analyse the impact of strategic decisions on organizational outcomes</li> </ul>	LO5, AC 5.3	



		<ul style="list-style-type: none"> <li>• <b>Activities:</b> Lecture: Strategic impact on structure, performance, and culture. Group Activity: Evaluate the impact of a strategic shift in a major firm. Class Discussion: Long-term vs. short-term impact.</li> </ul>		
22.	The role of innovation in strategic planning	<ul style="list-style-type: none"> <li>• Analyze the role of innovation in strategic planning.</li> <li>• <b>Activities:</b> Lecture: Innovation strategies in competitive environments. Case Study: Innovation-driven companies and their strategies. Group Activity: Develop an innovative strategy for a traditional business.</li> </ul>	LO6, AC 6.1	
23.	Adapting to Change	<ul style="list-style-type: none"> <li>• Assess the need for strategic adaptation in response to changes in the business environment.</li> <li>• <b>Activities:</b> Lecture: Change drivers and strategic pivots. Case Study: A firm adapting post-crisis (e.g., COVID-19). Discussion: How to identify when change is needed.</li> </ul>	LO6, AC 6.2	
24.	Managing Organizational Change	<ul style="list-style-type: none"> <li>• Develop strategies for managing organizational change.</li> <li>• <b>Activities:</b> Lecture: Change management models (e.g., Kotter, Lewin). Role-Play: Leading through resistance. Group Work: Plan a change strategy for a struggling business unit.</li> </ul>	LO6, AC 6.2	
25.	Analyze the role of innovation in strategic planning.	<ul style="list-style-type: none"> <li>• Evaluate the flexibility and agility of the strategic planning process in adapting to unforeseen circumstances.</li> <li>• <b>Activities:</b> Lecture: Agile strategic planning.</li> </ul>	LO6, AC 6.3	

		Group Simulation: Respond to an unexpected market shock. Reflection: How agile is your organization?		
26.	Analyze the role of innovation in strategic planning.	<ul style="list-style-type: none"> <li>Evaluate the flexibility and agility of the strategic planning process in adapting to unforeseen circumstances.</li> <li><b>Activities:</b> Lecture: Agile strategic planning. Group Simulation: Respond to an unexpected market shock. Reflection: How agile is your organization?</li> </ul>	LO1, LO2, LO3, LO4, LO5, LO6	
27.	Strategic Review and Analysis	<ul style="list-style-type: none"> <li>Synthesize all stages of strategic planning and implementation.</li> <li><b>Activities:</b> Lecture: Integrated strategic planning review. Group Project: Full strategic plan for a startup. Peer Feedback: Evaluate comprehensiveness and feasibility.</li> </ul>	LO1, LO2, LO3, LO4, LO5, LO6	
28.	Strategic Presentation and Feedback	<ul style="list-style-type: none"> <li>Present strategic plans and evaluate feedback from stakeholders.</li> <li><b>Activities:</b> Presentations: Group strategy presentations. Q&amp;A Sessions: Peer and instructor questions. Feedback Roundtable: Suggestions for improvement.</li> </ul>	LO1, LO2, LO3, LO4, LO5, LO6	
29.	Final Exam Preparation			
30.	Final Exam			