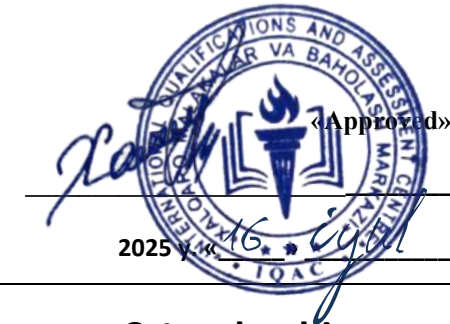




**INTERNATIONAL QUALIFICATIONS
AND ASSESSMENT CENTRE (IQAC)**



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| Programme | Level 7 Postgraduate Diploma in Strategic Management & Leadership | |
| Unit Number/ Unit Title | Unit 1 STRATEGIC LEADERSHIP AND MANAGEMENT | |
| Cohort Code: | L07SLM-U1 | |
| Unit Level | LEVEL 7 | |
| Total GLH | Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110 | |
| Credits/Hours | 20 CATS/ 10 ECTS | |
| Lecturer | | |
| Start Date | End Date | |

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| Unit objective or Aim | This unit aims to provide learners with a foundational understanding of strategic management principles, including the analysis, formulation, evaluate and implementation of business/organizational strategies in a competitive environment. |
| Differentiation Strategies <i>(e.g. planned activities or support for individual learners according to their needs)</i> | <p>Various approaches to addressing the various identified students needs will be adopted throughout the lesson. Such will include:-</p> <ol style="list-style-type: none"> 1. Progressive tasks 2. Digital resources 3. Verbal support 4. Variable outcomes 5. Collaborative learning 6. Ongoing assessment 7. Flexible-pace learning |
| Equality & Diversity | Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met. |

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| Safeguarding & Prevent | Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff. |
| Health & Safety | SIRM H&S policies will be maintained. |
| Learning Resources | Teaching and Learning Materials |
| | <ul style="list-style-type: none"> • Aaker, D. (2016). What is brand equity and why is it valuable? Prophet. Retrieved on January 20, 2016, from https://www.prophet.com/blog/aakeronbrands/156- what-isbrandequityandwhy-is-it-valuable • Babatunde, B. O., & Adebisi, A. O. (2012). Strategic environmental scanning and organisation performance in a competitive business environment. <i>Economic Insights—Trends and Challenges</i>, LXIV(1), 24–34. Retrieved at January 25, 2016, from http://www.upg- bulletinse.ro/archive/2012-1/3.%20Babatunde_Adebisi. pdf • Bagozzi, R. P. (1984). A prospectus for theory construction in marketing. <i>Journal of Marketing</i>, 48(Winter), 11–29. • Cadle, J., Paul, D., & Turner, P. (2010). <i>Business analysis techniques: 72 essential tools for success</i>. British Informatics Society Limited (BISL), British Computer Society (BCS), The Chartered Institute for IT. Retrieved at January 15, 2016, from http://www. fieldi.com/jamescadle/temp/preview.pdf • Davenport, T. H., & Prusak, L. (1998). <i>Working knowledge—how organisations manage what they know</i>. Boston: Harvard Business School Press. • Eden, C., & Ackermann, F. (1998). <i>Making strategy: The journey of strategic management</i>. London: Sage. • Galbraith, J. R. (1995). <i>Designing organisations: An executive briefing based on strategy, structure and process</i>. San Francisco: Jossey-Bass • Halbert, M. (1965). <i>The meaning and sources of marketing theory</i>. New York: McGraw-Hill. • Jawahar, I. M., & McLaughlin, G. L. (2001). Toward a descriptive stakeholder theory: An organisational life cycle approach. <i>Academy of Management Review</i>, 26, 397–414 |

- Larcker, D., & Tayan, B. (2013). A real look at real world corporate governance. Stanford, USA: Larcker-Tayan

| Learning Outcome | Assessment Criteria |
|---|--|
| LO1. Comprehend the values, definitions, discrepancies, and contemporary approaches. | 1.1 Explain leadership's sense and significance. 1.2 Contrast the key approaches to the examination of Management |
| LO2. Comprehend how management affects people, teams and organisations. | 2.1 Evaluate the role of leadership in strategic management critically. 2.2 Distinguish between leadership's effect on organisations and teams, as well as on formal and informal groups. 2.3 Evaluate the attributes of a successful work group and team objectively. |
| LO3. Comprehend the repercussions of Leadership on organisational efficiency. | 3.1 Evaluate the essence of organisation. 3.2 Efficacy and results. 3.3 Provide guidelines for the assessment of an organisation |
| LO4. Comprehend ethical decision- making and the importance of planning. | 4.1 Strategic performance of companies from a leadership perspective. 4.2 Explore the exercise of leadership power and authority objectively. 4.3 Critically test principles and patterns for leadership. |

| No | Learning Outcome / Topic | Learning and Teaching Activities | Which assessment criteria does the session relate to? | Day/month/year / signature |
|----|--|---|---|----------------------------|
| 1. | Leadership: Definitions & Core Values | <ul style="list-style-type: none"> • Seminar: Discuss key academic leadership papers on values-based leadership- Individual reflective journal: • Define and justify your personal leadership values • Group brainstorm: Characteristics of successful leaders in global organizations like Google or Unilever | LO1, 1.1 | |
| 2. | Leadership Significance in Organisations | <ul style="list-style-type: none"> • Case study analysis: Leadership impact of Satya Nadella (Microsoft) or Mary Barra (GM) • Group discussion: How different leadership styles influence organizational change • Write a short critical essay on leadership relevance in today's dynamic environment | LO1, 1.1 | |
| 3. | Classical Leadership & Management Theories | <ul style="list-style-type: none"> • Group debate: Taylorism vs Human Relations in multinational corporations • Peer review of arguments and logic • Interactive lecture with Q&A on origins of management theory (using General Motors as a historic example) | LO1, 1.2 | |
| 4. | Contemporary Leadership Theories | <ul style="list-style-type: none"> • Student presentations: Transformational, Servant, and Situational Leadership using leaders like Jacinda Ardern or Elon Musk • Peer feedback with scoring rubric | LO1, 1.2 | |

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| | | <ul style="list-style-type: none"> • Write a comparative analysis essay applying theories to real-world leadership challenges | | |
| 5. | Integration of Leadership Theories | <ul style="list-style-type: none"> • Harvard Business School case: Leadership under crisis (e.g., Tylenol Crisis or Uber’s culture reset) • Group presentations connecting classical and modern theories • Forum discussion: Reflect on personal alignment with leadership theory based on a chosen CEO | LO1, 1.2 | |
| 6. | Leadership in Strategic Management | <ul style="list-style-type: none"> • Analysis of leadership in strategic shifts: e.g., Apple's post Jobs strategy or Netflix's business model change • Strategic role-play: Assume leadership role in restructuring a failing company • Academic article discussion: “Leadership in Strategy Implementation” | LO2, 2.1 | |
| 7. | Leadership’s Effect on Organisations and Teams | <ul style="list-style-type: none"> • Review Amazon's team structures under Bezos and Jassy • Small-group activity: Map leadership effects on organizational structures • Short essay: Compare formal and informal influence in Google vs a startup | LO2, 2.2 | |
| 8. | Review | Based on LO1 (theory) | LO1 LO2 | |
| 9. | Leading Formal vs Informal Groups | <ul style="list-style-type: none"> • Discussion: How informal leadership emerges in tech firms • Role-play: Managing informal influencers during change in a case study | LO2, 2.2 | |

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| | | <ul style="list-style-type: none"> • Simulation debrief and reflective journal entry | | |
| 10. | Attributes of Effective Teams | <ul style="list-style-type: none"> • Workshop: Build a virtual team success profile using examples from GitLab or IBM • Peer-assessed group activity: Diagnose a failing team scenario <p>Case study: Tesla’s engineering teams and collaborative innovation</p> | | |
| 11. | Attributes of Effective Teams | <ul style="list-style-type: none"> • Workshop: Build a virtual team success profile using examples from GitLab or IBM • Peer-assessed group activity: Diagnose a failing team scenario • Case study: Tesla’s engineering teams and collaborative innovation | LO2, 2.3 | |
| 12. | Strategic Leadership during Organizational Change | <ul style="list-style-type: none"> • Case Study Analysis: Examine Satya Nadella’s transformation of Microsoft—how leadership affected organizational culture, strategy, and team engagement • Simulation: Students act as change leaders during a mock M&A scenario involving cross-border teams • Roundtable Discussion: How different leadership styles (directive, participative, adaptive) influence organizational change in dynamic environments | LO2, 2.1, 2.2 | |
| 13. | Integration: Leadership & People Management | <ul style="list-style-type: none"> • Capstone simulation: Leading through digital transformation in a global firm • Group debrief & presentation- Individual reflection and strategic leadership plan | LO2, 2.1, 2.2, 2.3 | |
| 14. | Review | <ul style="list-style-type: none"> • - Comprehensive review of all learning outcomes - Practice questions and revision of key topics | LO1-LO2 | |

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| 15. | Midterm | - Midterm assessment covering all learning outcomes (theory and practical elements) | LO1-LO2 | |
| 16. | Feedback & Reflection | <ul style="list-style-type: none"> - Review of final exam - Individual feedback on performance - Reflective discussion on key learning points | LO1-LO2 | |
| 17. | Understanding Organisational Essence | <ul style="list-style-type: none"> • Interactive lecture: What defines an organization? (Case: IKEA vs Spotify) • Group discussion: Stability vs agility in organizational purpose • Analytical journal entry on student's organization of choice | LO3, 3.1 | |
| 18. | Leadership's Impact on Organisational Efficacy | <ul style="list-style-type: none"> • Real-life scenario: Zara's fast fashion agility and leadership • KPI analysis: How leadership affects outcomes • Create a leadership-driven performance dashboard prototype | LO3, 3.2 | |
| 19. | Evaluating Organisational Success | <ul style="list-style-type: none"> • Group workshop: Design a strategic leadership audit • Review of case: Southwest Airlines or Haier's organizational transformation • Peer feedback on audit tools and metrics | LO3, 3.3 | |
| 20. | Organizational Design and Strategic Alignment | <ul style="list-style-type: none"> • Case Analysis: Study the reorganization of IBM to align structure with strategy—what worked, what didn't • Workshop: Redesign an organizational structure for a growing tech startup based on its strategic goals | LO3, 3.1, 3.3 | |

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| | | <ul style="list-style-type: none"> • Peer Critique: Teams exchange designs and provide structured feedback focused on strategic alignment and efficiency | | |
| 21. | Integration: Leadership & Organisational Performance | <ul style="list-style-type: none"> • Strategy game: Lead a turnaround using leadership interventions • Team presentations on performance alignment • Reflective essay: Link leadership style with measurable organizational success | LO3, 3.1, 3.2, 3.3 | |
| 22. | Leadership & Strategic Performance | <ul style="list-style-type: none"> • Discussion: Visionary leadership in Tesla, Google, or Aramco • Role-play: Performance challenges with board of directors • Analytical review: Leadership KPIs across industries | LO4, 4.1 | |
| 23. | Review | Case-based and essay based exam | LO1-LO2-LO3 | |
| 24. | Power & Authority in Leadership | <ul style="list-style-type: none"> • Harvard case study: Travis Kalanick's use and abuse of power • Debate: Authoritarian vs Empowerment • Ethical role-play: Handling internal whistleblowers | LO4, 4.2 | |
| 25. | Leadership Influence in Corporate Governance | <ul style="list-style-type: none"> • Review: Wells Fargo scandal and governance gaps • Group workshop: Leadership accountability in CSR • Panel discussion with invited virtual guest (if possible) | LO4, 4.2 | |

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| 26. | Testing Principles & Patterns in Leadership | <ul style="list-style-type: none"> • Comparative essay: Compare Kotter's vs Goleman's principles applied in real firms • Group activity: Redesign failed leadership structures • Simulation: Implementing ethical change in a complex environment | LO4, 4.3 | |
| 27. | Integration: Ethical & Strategic Leadership | <ul style="list-style-type: none"> • Capstone case: Johnson & Johnson or Patagonia • Group strategy review • Final leadership reflection and improvement plan | LO4, 4.1, 4.2, 4.3 | |
| 28. | Leadership Portfolio Development | <ul style="list-style-type: none"> • Finalize leadership development portfolio • Peer review workshop • Submission of critical leadership reflection paper | LO1-LO2-LO3-LO4 | |
| 29. | Final Exam Preparation & Review | LO1, LO2, LO3, LO4 | LO1, LO2, LO3, LO4 | |
| 30. | Final Exam | | LO1, LO2, LO3, LO4 | |