

ATHE Level 7 Extended Diploma in Strategic Management

Introduction

The ATHE Level 7 Extended Diploma in Strategic Management is a 120-credit qualification. Learners must complete Five core units and a further Three optional units totalling 120 credits.

Unit Name	Level	Credit	Mandatory
Strategic Planning	7	15	Yes
Finance for Strategic Managers	7	15	Yes
Research for Strategic Development	7	15	Yes
Organisational Behaviour	7	15	Yes
Personal Development for Leadership and Strategic Management	7	15	Yes
International Business Environment	7	15	No
Developing Organisational Vision and Strategic Direction	7	15	No
International Finance	7	15	No
Quantitative Methods	7	15	No
Strategic Marketing	7	15	No
International Marketing	7	15	No
Corporate Communication Strategies	7	15	No
Strategic Human Resource Management	7	15	No
Managing Continuous Organisational Improvement	7	15	No

Entry Requirements

- 19 years and above
- For learners who have recently been in education or training the entry profile is likely to include one of the following:
 - A first degree in Business, Management or related subjects or a level 6 qualification for example an ATHE Diploma in Management
 - Other equivalent international qualifications

English Language Requirements

For those whom English is not their first language we recommend the following standards of proficiency in English language skills or an approved equivalent for this qualification:

- IELTS 5.5
- Common European Framework of Reference (CEFR) B2
- Cambridge English Advanced (CAE) 162 or above
- Pearson Test of English (PTE) Academic 42-49

Delivery Mode

Distance Learning

Qualification Structure

The Total Qualification Time is 1200 Hours

The Total Guided Learning Hours (GLH) is 480

The Total Credit value is 120

Unit Name	Level	Credit	GLH
Strategic Planning	7	15	60
Finance for Strategic Managers	7	15	60
Research for Strategic Development	7	15	60
Organisational Behaviour	7	15	60
Personal Development for Leadership and Strategic Management	7	15	60
International Business Environment	7	15	60
Developing Organisational Vision and Strategic Direction	7	15	60
International Finance	7	15	60
Quantitative Methods	7	15	60
Strategic Marketing	7	15	60
International Marketing	7	15	60
Corporate Communication Strategies	7	15	60
Strategic Human Resource Management	7	15	60
Managing Continuous Organisational Improvement	7	15	60

Assessment Strategy

Guidance on Assessment For all ATHE qualifications assessment is completed through the submission of internally assessed student work. To achieve a pass for a unit, a learner must have successfully achieved all the assessment criteria for that unit. There is no external assessment (i.e. exams) attached to any unit; nor is there any dissertation requirement. The assignment for each module will be designed in line with the sample assignment provided by ATHE. The assignments will be submitted to ATHE for approval before delivery of the programme.

The assessor will judge the grade for the work submitted on the basis of whether the Learning Outcome (LO) has been met at the standard, specified for the pass, merit or distinction grade for that LO. In making their judgements assessors will continue to check whether the command verbs stated in the Assessment Criteria (AC) have been delivered. There is no requirement for learners to produce the additional work required for the higher grades and the tutor may advise the learner to work to the pass standard, where this is appropriate.

The assessors will record their judgements on the ATHE template, stating what grade the learner has achieved and providing evidence for the judgements. An internal verification process will be used to assess validity of the assessors' judgements. The internal verifier will also use the ATHE IV template and the feedback to the assessor shows whether the assessor has made valid judgements for all the learner work, including any extension activities which have been completed. All learner work will be retained for a minimum of 4 years after certification has taken place.

Some examples of SEG International College's assessment strategies are:

- A research activity resulting in the compilation of a report
- An academic paper or article for publication
- Compilation of a case study
- A critical review and evaluation of a chosen company's policies, procedures and systems
- A set project completed for an employer (also known as an 'employer-engagement' activity)
- Production of a portfolio of evidence relating to a particular unit.

This list is by no means exhaustive but gives examples of some creative assessment methods that could be adopted.

Qualification Grading Structure

Assessment will be completed on the basis of achievement of the Learning Outcome at the standards set by the Assessment Criteria in each unit and the learner can achieve a pass, merit or distinction. The units are equally weighted. As well as receiving a grade for each individual unit, learners will receive an overall grade for the qualification. The calculation of the overall qualification grade is based on the student's performance in all units and the points gained from all credits required for the Diploma. The learner must have attempted the valid combination of units.

The formula for establishing the overall grade is as follows.

Points for each 15-credit unit achieved are:

- Pass (achieves Learning Outcomes at the standards stated in pass assessment criteria) – 45 points
- Merit (achieves Learning Outcomes at the standards stated in pass and all merit assessment criteria) – 60 points
- Distinction (achieves Learning Outcomes at the standards stated in pass, all merit and all distinction Assessment Criteria) – 75 points

Level 7 Extended Diploma in Strategic Management (120credits)

- Pass – 360 - 434
- Merit – 435 - 554
- Distinction – 555 - 600

Unit Specifications

Strategic Planning			
Unit aims	The aim of this unit is to develop the knowledge, understanding and skills necessary to develop an organisational strategic plan		
Unit level	7		
Unit code	M/615/2675		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	<p>To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. This unit cannot be approached from a theoretical perspective with information gathered solely from public sources. In order to achieve the Learning Outcomes for the unit, the learner work must relate their work to a specific organisation. This must be an organisation the learner knows well and ideally it should be an SME.</p> <p>Learners will require guidance in selecting a suitable organisation.</p>		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the foundations for developing organisational strategy	1.1 Explain the relationship between mission, vision, strategy and business plans 1.2 Analyse named organisations' mission and vision statements	1M1 Evaluate the impact of a named organisation's vision and mission on its strategy	
2. Understand the external environment affecting organisations	2.1 Explain how external factors affect organisations 2.2 Evaluate how stakeholder expectations influence organisations 2.3 Explain how changes in the external environment affect organisational strategy		2D1 Analyse how external influences affect organisational strategy in a named organisation
3. Be able to review an organisation's strategy and business plans	3.1 Explain the importance of review in the development of organisational strategy and business plans 3.2 Evaluate the tools which can be used to review organisational strategy and business	3M1 Review the position of an organisation in its current market using appropriate tools	3D1 Analyse the competitive strengths and weaknesses of an organisation's current business strategy and business plans

	plans		
4. Be able to develop strategy options for an organisation	<p>4.1 Use modelling tools to develop strategy options for an organisation</p> <p>4.2 Develop criteria for reviewing the potential strategy options</p>	4M1 Apply the criteria and evaluate the options as the basis for delivering the strategic direction of the organisation	
5. Understand how to create a strategic plan to meet business objectives	<p>5.1 Explain the structure of a plan needed to deliver a strategy</p> <p>5.2 Explain how stakeholders are involved in the formulation of the plan</p> <p>5.3 Produce a dissemination process to ensure stakeholders are informed and committed to the plan</p>	5M1 Create monitoring systems to ensure the successful implementation of a strategic plan	5D1 Construct a strategic plan for a named organisation

Finance for Strategic Managers			
Unit aims	The learners will develop knowledge, understanding and skills that will enable them to analyse internal and publicly available financial information. This will help to inform strategic decision making.		
Unit level	7		
Unit code	A/615/2677		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. Learners will need to demonstrate their full understanding of the use of financial information in business decision making. Learners can use their own experience or provide examples of businesses from their research to exemplify the points which are made. Learners will need to access and interpret published business accounts.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the importance of financial data in formulating and delivering business strategy	1.1 Evaluate the sources of financial data which can be used to inform business strategy 1.2 Assess the need for financial data and information in relation to business strategy 1.3 Analyse the risks related to financial business decisions	1M1 Assess the impact of 'creative accounting' techniques when making strategic decisions	
2. Be able to analyse financial data for an organisation in order to inform strategic decision-making purposes	2.1 Interpret financial statements to assess the viability of an organisation 2.2 Conduct comparative analysis of financial data using ratio analysis	2M1 Make recommendations to an organisation based on the analysis and interpretation of the financial information 2M2 Assess the limitations of ratio analysis as a tool for strategic decision making	2D1 Recommend, with justifications, methods and tools that allow businesses to analyse financial data for strategic decision-making purposes
3. Be able to evaluate proposals for strategic decisions on capital expenditure in an organisation	3.1 Review methods for appraising strategic capital expenditure projects and strategic direction 3.2 Evaluate business proposals for capital expenditure in an organisation using appropriate financial techniques.	3M1 Assess the importance of cash flow management when evaluating proposals for capital expenditure	3D1 Assess the impact of a business proposal on the strategic direction of a business organisation

Research for Strategic Development			
Unit aims	The aim of this unit is to develop the knowledge, understanding and skills required to carry out research to meet the needs of strategic business management.		
Unit level	7		
Unit code	F/615/2678		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. In order to achieve this unit, learners must carry out a comprehensive piece of research on a chosen area relating to strategic business development. Learners must ensure that the research undertaken provides sufficient evidence to meet the Learning Outcomes and the standards required.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Be able to formulate a research proposal relating to strategic business development	1.1 Identify a valid area for research to support the strategic development of a business area 1.2 Explain the aim, scope and objectives for a chosen area of research in strategic business development 1.3 Formulate a research proposal 1.4 Establish success criteria for the achievement of the research proposal 1.5 Prepare a project plan that identifies key milestones and critical pathways	1M1 Justify the research area chosen in order to achieve strategic business development	
2. Be able to use different research methodologies to gather sufficient and valid data	2.1 Review different literature sources to find those most appropriate for the chosen area of research 2.2 Use appropriate research methodologies to gather sufficient	2M1 Justify the research methodologies chosen	
	information from primary and secondary sources to make valid conclusions		

<p>3. Be able to present research findings in an appropriate format for a target audience</p>	<p>3.1 Prepare a report that provides a comprehensive explanation of the purpose, methodologies, findings and recommendations</p> <p>3.2 Reference all sources using a recognised system</p> <p>3.3 Use the information collected to justify conclusions and recommendations</p>	<p>3M1 Respond orally to questions on research findings</p>	<p>3D1 Analyse how the findings of the research can be used in an actual strategic business context</p>
<p>4. Be able to evaluate own skills while undertaking research</p>	<p>4.1 Review own skills linked to own research using personal reflection and feedback</p> <p>4.2 Make recommendations on ways to improve own skills while undertaking research</p>	<p>4M1 Produce a plan to improve own research skills</p>	<p>4D1 Implement the plan and assess the impact on own personal progress</p>

Organisational Behaviour			
Unit aims	The aim of this unit is to help learners develop an understanding of how organisational behaviour, structure, culture, motivation, creativity and leadership impact on an organisation's effectiveness and efficiency.		
Unit level	7		
Unit code	A/615/2680		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. The learner will need to demonstrate their understanding of complex theories and concepts to meet the standards required for this unit.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand leadership behaviour theory and practice	1.1 Evaluate different leadership behaviour theories 1.2 Analyse theories relating to work relationships and interaction	1M1 Analyse how different leadership behaviours impact on organisations	
2. Understand how organisational structures and culture impact on the effectiveness of the organisation	2.1 Analyse characteristics of different organisational structures 2.2 Explain how the culture of an organisation can impact on the effectiveness of the organisation	2M1 Evaluate the relevance of organisational culture theory in developing organisational effectiveness	
3. Understand how organisations can improve employee effectiveness to respond to business opportunities	3.1 Assess the impact of learning on the effectiveness of employees 3.2 Evaluate how working in teams can improve employee effectiveness		3D1 Analyse the process and outcomes of change on the effectiveness of employees
4. Understand how organisations can motivate employees in order to improve their efficiency and effectiveness	4.1 Analyse the benefits and issues with involving employees in organisational decision making 4.2 Explain different ways to motivate employees	4M1 Analyse how motivational theory can inform employee motivation	4D1 Evaluate how a named organisation motivates its employees

Personal Development for Leadership and Strategic Management			
Unit aims	This unit aims to help learners develop their own personal leadership and management skills in the context of the creation and achievement of organisational vision and strategic direction.		
Unit level	7		
Unit code	J/615/2682		
GLH	60		
Credit value	15		
Unit grading structure	Pass		
Assessment guidance	Learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. To achieve the standards for this unit, learners will be required to understand the knowledge and skills needed by leaders and managers, create a plan to achieve these qualities and be able to know how progress with the plan can be reviewed.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy	1.1 Analyse the knowledge and skills in leadership and strategic management which are required to support the creation and achievement of organisational vision and strategy 1.2 Assess the contribution that factors other than knowledge and skills in leadership and strategic management make to the achievement of organisational vision and strategy	1M1 Justify a ranking order of the leadership and management knowledge and skills required to successfully create and achieve organisational strategy	1D1 Evaluate the leadership and management knowledge and skills required for the successful achievement of organisational operations versus the creation and achievement of organisational strategy
2. Understand how to develop and communicate organisational vision	2.1 Analyse the factors which impact on the creation of organisational vision 2.2 Assess the different approaches to developing vision 2.3 Evaluate the key factors which impact on the communication of vision to external stakeholders	2M1 Evaluate the key factors needed to gain the commitment of internal stakeholders when communicating the vision	
3. Be able to manage	3.1 Review theories of	3M1 Justify how the	3D1 Carry out

<p>development of own personal knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy</p>	<p>leadership and management and assess the implications for your personal development</p> <p>3.2 Carry out an audit of own personal leadership and management knowledge and skills which facilitate the creation and achievement of organisational vision and strategy</p> <p>3.3 Set objectives to meet personal development needs in the context of strategic organisational needs</p> <p>3.4 Prepare a personal development plan to develop own leadership and management skills and to support the creation of organisational vision and strategy</p>	<p>objectives and the plan selected for personal development support achievement of organisational vision and strategy</p>	<p>appropriate personal development activities to develop knowledge and skills identified in the audit</p>
<p>4. Be able to reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy</p>	<p>4.1 Assess the benefits of review and explain when this tool can be used in the achievement of personal and organisational strategy</p> <p>4.2 Evaluate the sources of information needed to review progress with achieving personal development plans</p>		<p>4D1 Review progress and outcomes of the personal development plan against the objectives set</p>

International Business Environment			
Unit aims	The unit will enable learners to explore the changing international business environment and develop knowledge and understanding of how organisations respond.		
Unit level	7		
Unit code	R/615/2684		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes by meeting the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. The learner will need to demonstrate their understanding of globalisation and international operations and its effect on business organisations. Learners should use actual examples from their own experience and research to support their work.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Be able to analyse the international business environment	1.1 Evaluate business techniques used to analyse the international business environment 1.2 Analyse the micro and macro environment of a specific business organisation which operates on an international level	1M1 Assess the extent to which working in the international environment impacts on the success of an individual business organisation	1D1 Evaluate the risks involved in operating in an international environment
2. Understand the impact of globalisation and international trade	2.1 Assess the impact of globalisation and international trade on national economies 2.2 Assess the benefits, opportunities and challenges of globalisation and international trade for a specific business organisation	2M1 Explore the organisational structures of businesses operating in global and international markets	
3. Understand the international markets in which businesses operate	3.1 Analyse the implications for businesses of the cultural and regulatory diversity		3D1 Compare and contrast management approaches to sustainability in

	<p>in international markets</p> <p>3.2 Evaluate the potential conflicts between corporate strategy and ethical, social and sustainable responsibilities</p> <p>3.3 Assess the importance of corporate social responsibility and sustainability in supporting business success</p>		<p>business organisations</p>
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Developing Organisational Vision and Strategic Direction			
Unit aims	To enable learners to improve their knowledge and understanding of how organisations develop vision and strategic direction. The unit may be of particular interest for learners aiming for leadership roles in either private or public sector organisations.		
Unit level	7		
Unit code	D/615/2686		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must meet the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. Learners need to show that they understand the importance of a vision for an organisation and how this impacts on the strategic direction. In their work learners should use their own experience in organisations and/or as consumers.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand how to develop an organisational vision and strategic direction	1.1 Explain the processes involved in creating a shared vision for an organisation 1.2 Analyse factors that impact on organisations and their vision 1.3 Analyse the relationship between vision, strategic direction and strategic planning	1M1 Create a vision for a named organisation and explain the reasons behind your thinking	1D1 Determine and explain the strategic direction for a named organisation
2. Understand how to communicate the vision and strategic direction to stakeholders	2.1 Analyse methods of communicating an organisation's vision and strategic direction to stakeholders 2.2 Assess how to build support for the organisation's vision and strategic direction 2.3 Assess the challenges and pressures faced by organisations when communication, vision and strategic direction to stakeholders		2D1 Produce a plan to communicate vision and strategic direction to internal and external stakeholders

<p>3. Understand how to implement organisational vision and strategic direction</p>	<p>3.1 Analyse how leadership behaviour promotes the achievement of organisational vision and strategic direction</p> <p>3.2 Outline the process for implementing the vision and strategic direction for an organisation</p>	<p>3M1 Evaluate the ways in which an organisation might respond to negative factors affecting the implementation of the vision and strategic direction</p>	<p>3D1 Analyse how to embed organisational vision in an organisation</p>
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International Finance			
Unit aims	To enable learners to gain an understanding of the role of an international corporate financial manager. The unit will allow learners to consider the importance of International Accounting Standards and the international financial environment for decision making within businesses and organisations. Particular attention is paid to analysing the role of international financial markets in creating opportunities and risks for organisations, especially those operating in a multinational context. Learners will gain experience in assessing strategic options and making appropriate recommendations.		
Unit level	7		
Unit code	K/615/2688		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must meet the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. In this unit learners can approach all learning outcomes from a theoretical perspective, using appropriate examples to illustrate their work.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the causes and consequences of the evolution of international accounting standards	1.1 Describe and assess the objectives of developing International Accounting Standards 1.2 Identify the relevant International Accounting Standards to be applied to specified financial situations 1.3 Discuss the effect on financial statements of the application of specified International Accounting Standards	1M1 Evaluate the implications of the introduction of specified International Accounting Standards for a named organisation	
2. Be able to analyse the potential impacts of the international financial environment on	2.1 Examine the key features of international finance and the major institutions involved in the international	2M1 Evaluate foreign exchange management using forward contracts, currency futures, currency options and	2D1 Evaluate interest rate management using swaps, forward rate agreement and guarantees and interest rate options

<p>decision making</p>	<p>financial environment</p> <p>2.2 Assess the contribution of international financial markets and financial instruments as sources of finance</p> <p>2.3 Analyse the exchange rate market and the importance of exchange rates to an organisation</p>	<p>money market hedge</p>	
<p>3. Understand capital requirements and working capital management in an international context</p>	<p>3.1 Determine capital requirements in the context of a multinational enterprise</p> <p>3.2 Evaluate the contribution of financial theory in developing capital structures in the context of a multinational enterprise</p>	<p>3M1 Assess the planning, monitoring and management of short term assets for a named multinational enterprise</p>	<p>3D1 Evaluate working capital management strategies and their consequences for a named multinational enterprise</p>
<p>4. Be able to assess the key issues and approaches to international financial management</p>	<p>4.1 Analyse the microenvironmental and macroenvironmental factors influencing international financial management decision making</p> <p>4.2 Analyse international merger, acquisition and investment policies and their relevance for international financial management</p>	<p>4M1 Assess the influence of foreign government fiscal and monetary policies for global financial flows</p>	<p>4D1 Evaluate the benefits and risks of cross-border mergers and acquisitions for international financial management</p>

Quantitative Methods			
Unit aims	This unit will enable learners to further develop understanding and skills in the application of quantitative methods appropriate to support decision-taking in organisations.		
Unit level	7		
Unit code	K/615/2691		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. The learner will need to demonstrate a full understanding of quantitative methods and they will need to be applied in context to business decision-taking.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the types of data which can be used by organisations to monitor and improve their performance	1.1 Evaluate the different types of data which can be gathered by organisations to monitor and improve their performance 1.2 Distinguish between alternative sampling methods and measurement scales		
2. Be able to analyse and evaluate raw business data to inform decision taking	2.1 Analyse and evaluate quantitative raw business data from a range of examples using appropriate quantitative methods 2.2 Analyse and evaluate qualitative business data using a range of examples and appropriate quantitative methods	2M1 Evaluate the differences in application between descriptive statistics, inferential statistics and measuring association	2D1 Evaluate the differences in application between methods of descriptive, exploratory and confirmatory analysis of business data to support decision taking
3. Be able to apply a range of quantitative methods to support effective business decision taking	3.1 Apply a range of quantitative methods for business decision taking for quality, inventory and	3M1 Justify and evaluate the application of appropriate quantitative methods used by specific	3D1 Make judgements and recommendations for business decisions based on the application of

	capacity management	organisations	quantitative methods
4. Be able to report on data and communicate findings to inform decision taking	<p>4.1 Explain different ways of summarising and presenting a set of business statistics</p> <p>4.2 Construct appropriate tables and charts with a commentary, utilising summary data</p>	4M1 Justify the rationale for choosing the methods for communicating the data	4D1 Evaluate the use of different types of charts and tables for communicating given variables in order to inform decision taking

Strategic Marketing			
Unit aims	This unit enables learners to develop knowledge and understanding of marketing at a strategic level and how this is applied in practice including developing a marketing strategy.		
Unit level	7		
Unit code	T/615/2693		
GLH	60		
Credit value	15		
Unit grading structure	Pass, Merit, Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the principles of strategic marketing	1.1 Analyse the relationship between corporate strategy and marketing strategy 1.2 Analyse the development of marketing strategies 1.3 Explain how different marketing strategies can contribute to competitive advantage		1D1 Evaluate the relationship between strategic intent, strategic assessment, strategic choice and their impact on the formulation of marketing strategy
2. Understand how to carry out a strategic marketing analysis	2.1 Evaluate approaches to conducting an internal environmental analysis 2.2 Evaluate approaches to conducting an external environmental analysis 2.3 Assess the integration of internal and external analyses		
3. Understand the role of customer behaviour in marketing strategies	3.1 Analyse the role of the marketing research process and its relationship to consumer behaviour 3.2 Explain the different types of consumers and their behaviour in B2B and B2C	3M1 Analyse the influences on and the psychology of consumer behaviour	

	<p>markets and factors underpinning customer loyalty</p> <p>3.3 Evaluate the role of relationship marketing in customer behaviour analysis</p>		
<p>4. Understand how to develop an implementable strategic marketing plan</p>	<p>4.1 Analyse the factors to be taken into account in the development of a marketing plan</p> <p>4.2 Develop an implementable plan for a given organisation</p> <p>4.3 Design monitoring systems that are capable of identifying performance deviations from the plan's original objectives</p> <p>4.4 Anticipate the need for contingency plans</p>	<p>4M1 Develop alternative marketing mix related action plans that address the selected objectives and selected strategies</p>	
<p>5. Understand how to create a marketing strategy to meet business objectives</p>	<p>5.1 Evaluate the requirements of a marketing strategy</p> <p>5.2 Explain the relationship between a marketing strategy and a corporate strategy</p> <p>5.3 Explain how the marketing strategy should address competitive forces and their likely impact</p> <p>5.4 Design a dissemination process to ensure internal stakeholders are informed and committed to the marketing strategy</p>	<p>5M1 Create monitoring systems to ensure the successful implementation of a marketing strategy</p>	<p>5D1 Construct a marketing strategy for a named organisation</p>

International Marketing			
Unit aims	This unit enables learners to understand the requirements of international marketing, in particular, the financial considerations to be taken into account in entering and operating in international markets. Learners will also be able to develop an international marketing strategy and understand the implications and requirements of international marketing communications		
Unit level	7		
Unit code	J/615/2696		
GLH	60		
Credit value	15		
Unit grading structure	Pass, Merit, Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. Learners should provide exemplar material to demonstrate the understanding required by the LOs.		
Learning outcomes The learner will:	Assessment criteria The learner can:		
	Pass	Merit	Distinction
1. Understand the implications of international marketing for organisations	1.1 Assess the market research requirements for international marketing 1.2 Analyse how the business case for international marketing can be justified 1.3 Assess the risks which must be considered for international marketing	1M1 Evaluate different methods of international marketing	1D1 Analyse the way in which financial and pricing issues may affect international operations
2. Understand how to develop an international marketing strategy	2.1 Analyse the features of international markets 2.2 Evaluate the operational considerations that should be taken into account when developing an international marketing strategy 2.3 Analyse the characteristics of an international marketing strategy	2M1 Evaluate the legal implications associated with developing and implementing an international marketing strategy	2D1 Evaluate an organisation's international marketing strategy
3. Understand the requirements of international marketing communications	3.1 Evaluate the way in which local customs, culture, language and ethical considerations may affect marketing communications 3.2 Assess the role of technology in		3D1 Analyse the concept of "glocalisation" and review its impact on communications

	international marketing communications 3.3 Assess the implications and requirements of different sales and marketing communications strategies		
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Corporate Communication Strategies			
Unit aims	This unit will enable learners to develop knowledge and understanding of the importance of corporate communications and the link with corporate objectives. Learners will have the opportunity to develop skills in auditing corporate communications and planning a corporate communication strategy.		
Unit level	7		
Unit code	L/615/2697		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must meet the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. For Learning Outcome 1, learners will approach their work from a theoretical perspective and will need to use exemplar material to illustrate the points which are made. This may be taken from their own experience or from research. For Learning Outcomes 2 and 3, learners will be required to plan corporate communication audits and an appropriate communication strategy. Learners should use an organisation that they know well personally, where they are employed, work in a voluntary capacity or where they are currently studying.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the importance of corporate communications	1.1 Explain the purpose of corporate communications 1.2 Assess how corporate communications link to corporate objectives 1.3 Analyse the relationship between corporate communications and corporate branding		1D1 Review the importance of corporate communications to the success of a named organisation
2. Be able to plan corporate communications audits	2.1 Analyse the reasons why business organisations conduct internal and external corporate communication audits 2.2 Plan an internal corporate communications audit for a named	2M1 Conduct an internal corporate communications audit for a named organisation	2D1 Conduct an external corporate communications audit for a named organisation

	<p>organisation</p> <p>2.3 Plan an external corporate communications audit for a named organisation</p>		
<p>3. Understand the purpose and impact of a corporate communications strategy</p>	<p>3.1 Explain the strategic objectives of a corporate communications strategy</p> <p>3.2 Assess the desired impact of a corporate communications strategy on different audiences</p>	<p>3M1 Develop appropriate measures to monitor the effects of a planned corporate communication strategy</p>	<p>3D1 Evaluate the effectiveness of current levels of organisational corporate communications for a named organisation</p>

Strategic Human Resource Management			
Unit aims	The aim of this unit is to help learners acquire knowledge and understanding of human resource management strategy and its impact on the efficiency of an organisation.		
Unit level	7		
Unit code	F/615/2700		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. Learners will approach this unit from a theoretical and practical perspective using examples to demonstrate their understanding. This is particularly the case for assessment criteria where learners will need to relate their work to a particular organisation		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand the factors affecting human resource management strategies in organisations	1.1 Analyse the effect of organisational structure and culture on human resource management strategies in organisations 1.2 Assess the importance of financial resources in creating a human resource management strategy	1M1 Analyse the impact of government legislation on human resource management strategies	1D1 Evaluate the factors affecting human resource management in a named organisation
2. Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations	2.1 Analyse different models of strategic human resource management 2.2 Explain how human resource management contributes to the achievement of strategic plans	2M1 Evaluate different models of preparing strategic human resource management plans for an organisation	
3. Understand how to prepare human resource management strategies for organisations	3.1 Assess factors to be considered when preparing human resource management strategies 3.2 Evaluate key elements of a	3M1 Discuss how internal and external factors impact on the elements of human resource management strategies	3D1 Evaluate the model used by an organisation in the development of its human resource management strategy
	human resource management strategy		

<p>4. Be able to develop a human resource management strategy for an organisation</p>	<p>4.1 Develop a human resource management strategy for an organisation</p> <p>4.2 Explain how the proposed human resource management strategy will support achievement of business objectives</p>		<p>4D1 Assess the potential barriers to the implementation of a human resource management strategy</p>
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Managing Continuous Organisational Improvement			
Unit aims	To enable learners to develop the knowledge, understanding and skills required to create a culture of continuous improvement in an organisation. The learners will have the opportunity to develop the skills required to plan organisational change.		
Unit level	7		
Unit code	L/615/2702		
GLH	60		
Credit value	15		
Unit grading structure	Pass/Merit/Distinction		
Assessment guidance	To achieve this unit, learners must meet the learning outcomes at the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. In this unit learners can approach Learning Outcome 1 from a theoretical perspective, using examples to illustrate their work. For the remainder of the unit learners will be required to actually consider and plan change within an organisation. In order to meet the standards learners should use an organisation they know well; where they are employed, work in a voluntary capacity or where they are currently studying.		
Learning outcomes. The learner will:	Assessment criteria. The learner can:		
	Pass	Merit	Distinction
1. Understand how organisations create a culture of continuous improvement and acceptance of change	1.1 Describe the features of organisational culture that encourage and allow for continuous improvement 1.2 Analyse approaches that facilitate the introduction and acceptance of organisational change 1.3 Evaluate different approaches to continuous quality improvement	1M1 Evaluate how leadership and management styles facilitate continuous improvement in organisations and the embedding of change	1D1 Assess the importance of continuous improvement in supporting organisational success
2. Be able to analyse opportunities for improvement to organisational activities	2.1 Analyse sources of information used by organisations which help to identify the improvements needed 2.2 Explain Big Data and evaluate its contribution to organisational improvement strategies	2M1 Review information to identify areas for improvement in a named organisation	2D1 Evaluate the potential benefits of the proposed changes to organisation activities in a named organisation

<p>3. Be able to plan change for organisational improvement</p>	<p>3.1 Evaluate the factors that create the need for change in a named organisation</p> <p>3.2 Explain the changes required by a named organisation in order to achieve improvements</p> <p>3.3 Prepare a plan for a named organisation to implement the proposed improvements</p>	<p>3M1 Analyse the monitoring processes which need to be in place to ensure changes lead to planned improvements</p>	
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