

<b>Unit 7 Developing Organisational Vision and Strategic Direction</b>			
<b>Unit aims</b>	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.		
<b>Unit level</b>	7		
<b>Unit code</b>	J/650/5366		
<b>GLH</b>	60		
<b>Credit value</b>	15		
<b>Unit grading structure</b>	Pass-Merit-Distinction		
<b>Assessment guidance</b>	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners need to show that they understand the importance of a vision for an organisation and how a vision relates to the strategic direction.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors an appropriate organisation on which to base their study. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
<b>Learning outcomes The learner will demonstrate that they:</b>	<b>Assessment criteria The learner can:</b>		
	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
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 an organisation's strategic direction and vision	1M1 Create a vision for a named organisation that shows the relationship to strategic direction and strategic planning	1D1 Analyse the strategic direction for a named organisation
2. Understand how to communicate the vision and strategic direction to stakeholders	2.1 Evaluate the effectiveness of methods used to communicate an organisation's vision and strategic direction to its stakeholders		2D1 Produce a plan that communicates the vision and strategic direction to internal and external stakeholders

	<p>2.2 Assess how to build support for an organisation's vision and strategic direction</p> <p>2.3 Assess the challenges and pressures faced by organisations when communicating the vision and strategic direction to stakeholders</p>		
<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 Explain the process for implementing the vision and strategic direction for an organisation</p>	<p>3M1 Evaluate ways in which an organisation might respond to negative factors affecting the implementation of the vision and strategic direction</p>	

**Indicative Content**

**LO1 Understand how to develop an organisational vision and strategic direction**

- Processes involved in creating a vision: written vision and mission statements, values and culture, language, purpose, good practice
- Factors that impact on organisations and their vision: PESTLE – political, economic, social, technological, legal and environmental, government policy, legal requirements, regulatory and accountability issues, best practice and industry trends, global factors, data gathering
- Relationships between vision, strategic direction and strategic planning: strategic goals, evaluation of key factors, criteria for analysis, knowledge to set strategic direction, strategic planning techniques

**LO2 Understand how to communicate the vision and strategic direction to stakeholders**

- Communication methods: understanding audiences, methods, for example, presentations, formats, formal media, social media etc., attitudes – enthusiasm, stressing importance, gaining agreement and acceptance, corporate style, etc. communication systems, external support and expertise, embedding vision
- Stakeholders: Identification of different organisations and their structure, identification of key stakeholders, for example, employees, managers service users, customers, funding bodies, community groups and charities, local and national government, stakeholder groups needs and

wants, stakeholder roles in organisations, stakeholder mapping and methods of engaging stakeholders

- Communicating with external stakeholders: promoting the vision, benefits analysis and promotion, format and language to promote, feedback mechanisms, cost /benefit analysis
- Building support: communicating clearly and effectively, equality issues, challenging behaviours, language, attitudes that do not support organisational vision, negotiation skills, changing systems, procedures, models of change

### **LO3 Understand how to implement organisational vision and strategic direction**

- Leadership behaviour: leadership and management styles, managing the change, acting as a role model to promote and embed the vision, challenging behaviours, attitudes, values etc. that do not support the vision, importance of personal credibility and belief
- Embedding the vision; models for approaching change in the organisation e.g., top down, bottom up, consultative styles etc. identification of procedures, activities, values, language not consistent with vision and replacing them, organisational culture
- Setting strategic direction; links between vision and objectives, strategic objectives – format, content, writing objectives, etc., role of stakeholders
- Strategic planning process; format and contents of strategic plan, development of strategic plan, resource allocations, targets, criteria for success

### **Suggested Resources**

Barnes, D., 2018, Operations Management: an International Perspective, Bloomsbury Publishing

Brown, B., 2018, Dare to Lead: Brave Work, Tough Conversations, Whole Hearts, Random House

Bryson, J.M., 2018, Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, John Wiley & Sons

Cornelissen, J.P., 2020, Corporate Communication: A Guide to Theory and Practice, Corporate Communication, pp.1-336

Gold, J. and Anderson, L., 2017, Developing Leadership and Management Skills, Kogan Page Publishers.

Kotter, J.P., 2012, Leading Change, Harvard Business Press

Kouzes, J.M. and Posner, B.Z., 2018, The Student Leadership Challenge: Five Practices for Becoming an Exemplary Leader, John Wiley & Sons

Mullins, L.J., 2016, Management and Organisational Behaviour, 11<sup>th</sup> Edition, Pearson

### **Websites**

[www.cipd.co.uk](http://www.cipd.co.uk) - Chartered Institute of Personnel and Development

<https://www.institutelm.com/> - Institute of Leadership and Management

[www.leadershipnow.com](http://www.leadershipnow.com) - Leadership Now

[www.managers.org.uk](http://www.managers.org.uk) - Chartered Management Institute

<https://onlinelibrary.wiley.com/journal/10970266> - Strategic Management Journal

[www.strategicmanagement.net](http://www.strategicmanagement.net) - Strategic Management Society

<b>Unit 7 Developing Organisational Vision and Strategic Direction – Supporting information</b>	
<b>Opportunities for Synoptic Teaching and Learning</b>	
Learners and tutors will have the opportunity to link the learning from this unit with the content of other units.	
<b>Learning Outcome</b>	<b>Teaching and learning links to other unit LO/AC</b>
LO1 Understand how to develop an organisational vision and strategic direction	Unit 1 Strategic Planning, LO1 Understand the foundations for developing organisational strategy  Unit 10 Strategic Marketing, LO4 Understand how to create a marketing strategy to meet business objectives  Unit 13 Strategic Human Resource Management, LO2 Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations
LO2 Understand how to communicate the vision and strategic direction to stakeholders	Unit 5 Personal Development for Leadership and Strategic Management, LO2 Understand how to develop and communicate organisational vision  Unit 12 Corporate Communication Strategy, LO1 Understand the importance of corporate communications
LO3 Understand how to implement organisational vision and strategic direction	Unit 1 Strategic Planning, LO3 Develop strategy options for an organisation  Unit 13 Strategic Human Resource Management, LO2 Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations
<b>Opportunities for Synoptic Assessment</b>	
Some of the AC require knowledge from one or more of the LOs.	
LO3 Understand how to implement organisational vision and strategic direction builds on the knowledge and understanding developed in LO2 and LO3.	

<b>Opportunities for Skills Development within this unit</b>	
<b>Employability Skills</b>	<b>Study Skills</b>
<b>Problem-solving</b> – Using analytical skills, e.g. research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, e.g., listening to/reading all information, identifying others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake	<b>Thinking skills</b> - Using analytical skills, eg research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, eg listening to/reading all information, identifying and interpreting others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions,

ideas/news) drawing conclusions (**LO1, LO2, LO3**)

**Communication skills** – Taking the right action with the information gathered. Written communication eg appropriate formats, style and tone, spelling, punctuation and grammar (**LO2**)

spotting fake ideas/news), drawing conclusions (**LO1, LO2, LO3**)

**Using sources of information** – Accessing information ie choosing current, sufficient, relevant and reliable sources (**LO1, LO2, LO3**)

**Writing skills** – Understand the purpose of writing. Understand writing styles (and formats) e.g., personal, explanatory, persuasive, research and business. (**LO2**)