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Unit Aims

CMI Code	Unit Title	Unit Aims
701	Strategic Leadership	The aim of this unit is to equip leaders with an in-depth understanding of strategic leadership within an organisational context. Leaders will explore the complexities of the role and the theoretical perspectives, approaches, behaviours and skills which can enhance their professional practice. The unit focuses on the leader's ability to respond creatively to complex organisational challenges and understand how to set and deliver sustainable strategic goals.
702	Leading and developing people to optimize performance	The aim of this unit is for leaders to develop an in-depth understanding of how to effectively lead and develop people. They will explore the influence and impact of leadership theories, culture, wellbeing, development and design, policy and strategy that can be used creatively within the leadership role. Ultimately, leaders will have the opportunity to propose a leadership and development strategy. The aim of which values people whilst optimising an organisation's performance.
703	Collaboration and partnerships	The aim of the unit is for leaders to understand collaborative and partnership arrangements. Leaders will critically assess the scope and value of these, as well as evaluating the impact of organisational and legal frameworks on how these arrangements are delivered. The unit culminates in the requirement for the leader to present a rationale for collaboration or partnerships to further an organisation's success.
704	Developing organisational strategy	The aim of this unit is to enable leaders to know how to develop and influence an organisation's strategic direction through the development of a meaningful strategy. To support this outcome, leaders will critique the factors which drive the development of organisational strategy and appraise approaches to successfully develop strategy. The unit culminates in leaders developing an organisational strategy to achieve a business goal. To complement this activity, leaders will propose an approach to implement and monitor the strategy developed to ensure its sustained success.
705	Leading strategic change	The aim of this unit is for leaders to understand the scope, context and complexity of leading strategic change. Leaders will understand how the application of analytical techniques, theories and models of change, and creative problem-solving can be used to equip them to



		lead strategic change with confidence. The unit culminates in giving leaders the opportunity to develop a proposal to lead a strategic change.
706	Finance for strategic leaders	The aim of this unit is to provide leaders with an understanding of the scope, complexity and role of Finance within an organisational context. Leaders will know how to critically assess methods for analysing financial data and information required to make strategic decisions. Ultimately, the aim of this unit is to equip leaders to be more confident in their understanding of the Finance function.
707	Organisational design and development	The aim of this unit is to enable leaders to understand the relationship between organisational design and development and the achievement of strategic objectives. Leaders will understand the impact of current and emerging factors which influence the need for agile and adaptive organisations. On successful completion of this unit, leaders will be able to develop a proposal for sustainable organisational design and development to respond to current and emerging needs.
708	Strategic risk management	The aim of this unit is for leaders to develop an in-depth understanding of strategic risk management. Leaders will critically appraise strategic risk within an organisational context. They will assess strategies for risk management and the leadership skills to lead risk initiatives successfully. Ultimately, leaders will be given the opportunity to develop a framework to deliver a risk strategy in an organisational context.
709	Strategic management of data and information	The aims of this unit are for leaders to see strategic management of data and information as an opportunity rather than a challenge. Leaders will understand the strategic value and use of data and information and will critique strategies for its effective management. The unit culminates in the opportunity to develop a strategy to improve the use of data and information in a strategic organisational context.
710	Marketing strategy	The aim of this unit is to enable leaders to understand the context in which a marketing strategy is developed. Leaders will appraise theoretical frameworks and processes which inform strategic marketing. They will have the opportunity to reflect on the interrelationship between marketing and an organisation's strategic aims along with the opportunities and impact of digital marketing. Ultimately, leaders will consider how to develop a marketing strategy, which will enable organisational success.
711	Entrepreneurial practice	The aim of this unit is to enable leaders to explore the principles of entrepreneurial practice, understand the different contexts in which entrepreneurship can flourish and the characteristics of entrepreneurial leadership.
712	Strategic management project	The aim of this unit is for leaders to undertake a strategic management project of their own choosing. To achieve this outcome leaders will develop a business case, propose research design to inform the project's direction and recommend project management methods and



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		tools to structure the delivery of the project. Leaders will report on project outcomes and reflect on the skills and behaviours which ultimately influence the success of the strategic management project.
713	Applied research for strategic leaders	The aim of this unit is to enable strategic leaders to develop an evidence-based understanding of applied research methods and the ways research can be conducted scientifically, ethically and legally in an organisational context. The unit will support strategic leaders to become producers of applied research, with the ability to generate new knowledge, based on the practical challenges of the workplace. The aim is to facilitate strategic decision making, and ultimately add value to the organisation.
714	Personal and professional development for strategic leaders	The aim of this unit is to support leaders to understand approaches to personal and professional development. Leaders will critically reflect on the interrelationship between the skillset and mindset to develop as a strategic leader. Vitality leaders will reflect on their own personal, interpersonal and professional competencies and behaviours to lead strategically. The opportunity for leaders to reflect on their own performance will equip them to develop a meaningful personal and professional development plan.
715	Strategic approaches to equality, diversity and inclusion	The aim of this unit is to enable leaders to develop an in-depth understanding of equality, diversity and inclusion at a strategic level. Leaders will have the opportunity to critically assess structural inequality within an organisational and societal context. They will discuss approaches to comply with legal and good practice requirements and to appraise the influence of equality, diversity and inclusion on strategic objectives. The unit culminates in leaders being given the opportunity to develop strategic priorities for equality, diversity and inclusion.
716	Strategic approaches to mental health and wellbeing	The aim of the unit is for leaders to understand the impact of mental health and wellbeing on organisational performance. Leaders will critically assess the complexities of managing wellbeing and will appraise contemporary approaches for the creation of healthy work systems. The unit culminates in leaders being given the opportunity to propose a series of recommendations to create and sustain a positive culture of mental health and wellbeing within an organisational context.
607	Procurement, purchasing and contracting	The ability to procure, purchase and contract goods, services and capital items effectively is of paramount importance if an organisation is to succeed. For the professional manager and leader this knowledge and understanding is invaluable. It has the power to enhance decision making, strategic and operational planning and the effective delivery of outcomes within budgetary constraints.
608	Strategic corporate social responsibility and sustainability	Corporate Social Responsibility (CSR) and sustainability are topics keenly related to organisational accountability. Definitions and approaches taken to manage and lead CSR and



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		sustainability vary according to the type and purpose of an organisation and its governance. Approaches typically include the development of aims and objectives, policy and strategy, with the intent to address the impact of an organisation’s activity on society, the environment and a commitment to ethical and responsible conduct.
609	Leading quality management	Effective quality management is critical to meeting stakeholder needs and expectations, developing trust and reputation. It impacts on profitability, processes and procedures and the achievement of strategic objectives. Quality is not something that occurs by chance. It is reliant on strategic and operational planning and the commitment and drive by professional managers, leaders, teams and individuals to make it a success.
610	Principles and practices of policy development	The principles laid down in organisational, corporate, functional and departmental policies have a direct bearing on the daily activities of an organisations workforce. Policy focuses on the activities which are of critical importance to an organisation. Policies can be used to set strategic direction. Policies also set expectations about the behaviours and values required by staff to work ethically and professionally within their roles and when representing the organisation.
612	Coaching skills for leaders	Coaching is a powerful learning and development tool. Used effectively, it is able to optimise individual and team performance and the achievement of organisational goals. Coaching has rapidly become an essential leadership tool. It enables the professional manager and leader to support, motivate and empower individuals and teams in a conversational and insightful way. This contrasts with and complements the use of traditional directive leadership approaches.
614	Principles and practices of ethical decision making	The ability to make ethical decisions under pressure is a fundamental requirement of a professional manager and leader. Ethical decision making is not easy, especially when decisions are under the spotlight of stakeholder opinion, constrained by organisational, legal and regulatory requirements, where ambiguity exists, where risks are high or where the outcome of decisions will be unpopular.