



Oxford Cambridge and RSA

OCR Level 7 NVQ Diploma in Management – Unit 12

Unit Title:	Inform strategic decision-making (B2)
OCR Unit Number:	12
Unit Number:	D/600/9592
Level:	6
Credit value:	7
Guided learning hours:	40

Unit purpose and aim

This unit helps learners to identify and evaluate information about an organisation's environment and inform strategic decision-making.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to understand an organisation's environment to inform strategic decision-making	1.1 Identify information about an organisation's environment 1.2 Analyse organisation to inform the strategic decision-making process	This may include: <ul style="list-style-type: none">• How to analyse the political, economic, social, technological, legal and environmental factors in which the organisation operates (PESTLE)• Legal, regulatory and ethical requirements in their sector• Relevant factors such as international, national and/or local market conditions
2 Be able to evaluate the current strategic direction of an organisation	2.1 Assess feedback from key stakeholders on the current strategic direction of an organisation	This may include: <ul style="list-style-type: none">• How to analyse organisational culture• Their organisation's structure• How to analyse stakeholder interests• How to measure and review organisational performance and the factors that influence this• The organisation's actual and potential customer base• How to undertake a SWOT analysis (strengths, weaknesses, opportunities and threats)

Learning Outcomes	Assessment Criteria	Exemplification
3 Be able to use information to inform strategic decision-making	3.1 Implement recommendations to inform strategic decision-making 3.2 Communicate recommendations to all key stakeholders regarding the strategic decision-making process	This may include: <ul style="list-style-type: none"> • How to build future scenarios and assess their implications • Sources of information on trends and developments in their sector and how to access these • Sources of information on customers and competitors and how to use them effectively • The needs and expectations of actual and potential customers and other key stakeholders • Actual and potential competitors and how to access information about their activities and performance levels • Actual and potential partners and information about their activities and performance levels.

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which will need to be made available to the OCR external verifier.

Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. Assessment must be based on naturally occurring evidence from the workplace.

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

Guidance on assessment and evidence requirements

You should consult with your assessor to agree the most appropriate sources of evidence available to you in your environment. Examples of possible sources of evidence are shown below but this is not a definitive list nor are the examples shown mandatory:

- Copies of reports you have written in respect of strategic plans
- Proposals for commissioning market research
- Statistical analyses of relevant data that you have collected

- SWOT analyses that you have compiled
- Sales forecasts or budget proposals
- Copies of PowerPoint presentations you have made to stakeholders
- Witness testimony confirming your contribution to strategic decision making

Details of relationship between the unit and national occupational standards

This unit is based on the NOS produced by the Management Standards Centre (MSC)

Management and Leadership NOS unit B2, Map the environment in which your organisation operates.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Resources

Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work. For example:

- Mind Tools. e-book available to download from www.mindtools.com
- CITROEN, C. (2009) *Study of Strategic Decision Making Processes*. ISBN 3838321545

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850) on the OCR website www.ocr.org.uk

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Evidence Record Sheet

Unit 12 Inform strategic decision-making (B2)

I confirm that the evidence provided is a result of my own work.

Signature of candidate: _____ Date: _____

Evidence reference	Evidence title	Assessment method	LO1		LO2	LO3	
			1.1	1.2	2.1	3.1	3.2

I confirm that the candidate has demonstrated competence by satisfying all of the criteria for this unit.

Signature of assessor: _____ Name (in block capitals): _____ Date: _____

Countersignature of qualified assessor (if required) and date: _____

IV initials (if sampled) and date: _____ Countersignature of qualified IV (if required) and date: _____

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