

Stratford  
**Business**  
School

**Armed Forces  
Prospectus 2012**

**Edexcel Level 7  
Strategic Management & Leadership**

Certificate  
Diploma  
Extended Diploma  
MBA Progression



Stratford Business School  
PO Box 1754  
Stratford upon Avon  
CV37 6TW

Tel 00 44 (0)1789751151  
FAX 00 44 (0)1789751622

[study@stratbiz.co.uk](mailto:study@stratbiz.co.uk)

## Edexcel Level 7 Strategic Management & Leadership

Level 7 is postgraduate level study

<b>Level 7</b>	Master's Degree – MA, MBA <b>Level 7 Certificate and Diploma</b>
<b>Level 6</b>	Batchelor Degree BA, BSc
<b>Level 5</b>	HND, Foundation Degree Level 5 CMS & DMS
<b>Level 4</b>	Certificate of Higher Education HNC
<b>Level 3</b>	A Levels BTEC National Diploma
<b>Level 2</b>	GCSE

There is no need for mature students to progress sequentially through the levels; these Level 7 management qualifications were designed for experienced managers, rather than those following an academic route. The qualifications at Level 5 and 6 are designed for younger students without management experience.

### Structure of the Level 7 Strategic Management & Leadership Programme

There are three qualifications: Certificate, Diploma, and Extended Diploma. They can be taken sequentially by adding Units to “top up” from one qualification to the next, or you can choose which qualification you want to achieve and simply enrol for that course.

Level 7 Certificate has a value of 25 Credit Points

Level 7 Diploma has a value of 75 Credit Points

Level 7 Extended Diploma has a value of 120 Credit Points

The Extended Diploma includes a research project, which gains extra Credit Points. This is ideal preparation for those students who wish to continue on to the final stage of an MBA. An MBA is worth 180 points in total.

For all of the Units the method of study is by distance learning. One Unit is taken at a time, under the guidance of a personal tutor.

**Certificate  
Units**

Developing Strategic Management & Leadership Skills	Professional Development	Developing Corporate Culture and Successful Teams
---	--------------------------	---

**Diploma  
Units**

Developing Strategic Management & Leadership Skills	Professional Development	Developing Corporate Culture and Successful Teams
Strategic Planning	Strategic Change Management	Research Methods & Human Resource Management

**Extended  
Diploma  
Units**

Developing Strategic Management & Leadership Skills	Professional Development	Developing Corporate Culture and Successful Teams
Strategic Planning	Strategic Change Management	Research Methods & Human Resource Management
Managing Financial Principles & Techniques	Strategic Marketing Management	Project Development & Implementation

## Level 7 Strategic Management & Leadership

### Recognition and further study opportunities

The Level 7 Certificate in Strategic Management and Leadership is a qualification in its own right and managers in both the private and public sectors study for it at colleges and universities throughout the UK in order to enhance their career prospects. Most of them continue on to achieve the Diploma, which is a more traditional management qualification, with a wide range of subjects. This indicates to employers that the holder has a broad outlook, and possesses generic management skills that can be used in any organisation.

The Extended Diploma continues this progression with the addition of financial and project management skills. All of these qualifications clearly show the Credit Points that have been earned – at 120 Points, the Extended Diploma is a much more substantial qualification than others that are available at Level 7, and indicates that the holder has the intellectual capacity to succeed at Masters Degree Level.

The Edexcel Level 7 Strategic Management qualifications form part of the most widely recognised qualification for strategic managers –the MBA. For successful students who wish to carry on studying, there is a continuous and guaranteed “ladder” of progression from the Certificate, to Diploma, to Extended Diploma and to MBA.

Edexcel Level 7 Extended Diploma 120 Credit Points	MBA Top Up 60 points	MBA 180 Credit Points
---	-------------------------	--------------------------

Stratford Business School has partner Universities who deliver the final stage of the MBA.



**Northampton University** has a Distance Learning MBA Top Up programme which has a Strategic Change Unit, followed by a Research Project.

**Plymouth University** has a Part Time Top Up programme that can be studied by distance learning, but has the option of attendance and tutorials. This programme requires a Research Project.

For further details of these programmes please contact Stratford Business School.

## Study Mode

All of these Level 7 Courses are delivered on a flexible basis, primarily by distance learning. There are no term dates and no fixed course length, so you can start when you are ready, and work at a pace that suits your circumstances.

There are optional **intensive seminars** that offer the opportunity to fast track through some of the Units. There are seven Seminars each year at the Royal Military Academy Sandhurst for DE and LE officers, and three Seminars each year in Stratford Upon Avon that are open to all level 7 students, including civilians. Please contact the Course leader Sue Gull for further details on dates, content and costs, as the fees are different for each venue.

## Entry Requirements and Accreditation

**Commissioned Officers** can apply for entry to the Level 7 programme, to achieve the Certificate, Diploma or Extended Diploma.

**Promoted Officers** (Captains or equivalent) will normally be accredited with three Units – Professional Development, Strategic Management & Leadership Skills, and Developing Corporate Culture and Successful Teams.

**Experienced Officers** (Majors or equivalent) will be normally be accredited with four Units - Professional Development, Strategic Management & Leadership Skills, Developing Corporate Culture and Successful Teams, and Strategic Change Management.

**LEOC Officers** will be accredited with four Units - Professional Development, Strategic Management & Leadership Skills, Developing Corporate Culture and Successful Teams, and Strategic Change Management.

**Warrant Officers** who have completed CLM will normally be accredited with one Unit – Strategic Management & Leadership Skills

## Enrolment

Application can be made at any time. The distance-learning Units can be started immediately; there is no requirement to attend a residential seminar first. Paperwork for funding such as Enhanced Learning Credits usually needs to be completed at least 15 days before the planned start date

## **Level 7 Strategic Management & Leadership Units**

The following are the skills that each Unit is designed to achieve:

### **Developing Strategic Leadership & Management Skills**

Understand the relationship between strategic management and leaders. Be able to apply management and leadership theory to support organisational direction, assess leadership requirements and plan the development of leadership skills.

### **Professional Development for Strategic Managers**

Be able to assess personal and professional skills required to achieve strategic goals, conduct a skills audit to identify learning style and implement a personal development plan.

### **Developing Corporate Culture and Successful Teams**

Explain how models of organisation culture can be used to achieve organisational objectives. Explain the difference between organisational and national culture, analyse a corporate cultural profile in an organisation in relation to achieving objectives. Understand the factors needed to create successful business teams and develop skills for effective management and participation in successful teams.

### **Strategic Planning**

Understand the external environment affecting an organisation and be able to review existing business plans and strategies, develop options for strategic planning and construct a strategy plan.

### **Strategic Change Management**

Understand the background to organisational strategic change, issues relating to strategic change, be able to lead stakeholders in developing a strategy for change and consider models for ensuring ongoing change.

## **Research and Human Resource Management**

Understand how the strategic management of human resources contributes to the achievement of organisational objectives. Be able to develop human resource plans, understand human resources policy requirements and examine human resources management in an organisation. Understand how to select a research question, be able to conduct a literature review, understand techniques used to interpret data in a research proposal and choose the appropriate research methodology.

## **Managing Financial Principles & Techniques**

Be able to apply cost concepts to the decision-making process, apply forecasting techniques, participate in the budgetary process of an organisation, recommend cost reduction and management processes, use financial appraisal techniques and interpret financial statements for planning and decision making.

## **Strategic Marketing Management**

Understand the principles of strategic marketing management, the tools used to develop a strategic marketing strategy, use strategic marketing techniques and be able to respond to changes in the marketing environment.

## **Project Development & Implementation**

Be able to develop a project specification, plan for the implementation of a project, implement a project, evaluate and present the outcomes of a project.

## 2012 Course Fees Edexcel Level 7 Management & Leadership

### Certificate

Distance Learning Unit Fee per Unit - **two Units required**

£214 plus £14.00 VAT per Unit £ 228.00

*Can be paid on a "per Unit" basis*

Edexcel Registration fee £67.80 + £13.56 VAT £ 81.36

Total cost of the Certificate £ 537.36

### Diploma

Distance Learning Unit Fee per Unit - **six Units required**

£214 plus £14.00 VAT per Unit £ 228.00

*Can be paid on a "per Unit" basis*

Edexcel Registration fee £133.00 + £26.60 VAT £ 159.60

Total cost of the Diploma £1527.60

If topping up from the Certificate - 4 Units at £228.00

plus Edexcel Top Up Registration fee £ 991.80

### Extended Diploma

Distance Learning Unit Fee per Unit - **nine Units required**

£214 plus £14.00 VAT per Unit £ 228.00

*Can be paid on a "per Unit" basis*

Edexcel Registration fee £151.30 + £30.26 VAT £ 181.56

Total cost of the Extended Diploma £2233.56

If topping up from the Diploma - 3 Units at £228.00

plus Edexcel Top Up Registration fee £ 774.78

Course Fees valid until December 2012. Edexcel Fees valid until August 2012.

### Exemptions

Deduct £228 from the total for each Unit that you are exempted from.

## Why study by distance learning with Stratford Business School?

Everything is completely flexible

- ◆ **You can start whenever you like** - We don't follow a traditional academic year, so you don't have to wait until September or October to start - you decide your own starting date.
- ◆ **You don't need to take time off work.** There is no attendance or exams.
- ◆ **You can study at times convenient to you.** You don't have to attend timetabled classes. Your study pattern can change when you want it to - weekends one week and evenings the next.
- ◆ **You study at your own pace, fast or slow.** If you want to you can fast track and complete the course quickly. Or you can take time out when you have other priorities in your home or work life.
- ◆ **Your personal tutor coaches you through each unit.** You get feedback and advice before you attempt the assessed assignments.

## How does Distance Learning work?

It is usual to study one Unit at a time. Your tutor will send you a Study Pack and a letter to introduce themselves, including contact details. Communication is usually by e-mail. You can ask questions and send draft versions of coursework and your tutor will give you feedback on your progress.

Each Unit on has a Study Pack containing notes, exercises and an assignment. The overall grade for each Unit on the Level 7 programme is either Pass or Fail.

## How Do I Apply?

Apply online at our website, or return the form overleaf. You will then be invoiced as per your instructions for your course fees and Edexcel Registration Fee. Once your course fees have been received, your Study Pack can be issued as a CD, printed folder or emailed as a pdf file.

For Armed Forces personnel the Diploma and Extended Diploma are eligible for funding through Standard and Enhanced Learning Credits. (ELC Provider Number 1235).

## Former Student Feedback July 2010 – November 2011

*"I attended the CMS / DMS intensive seminars with Stratford Business School at Sandhurst and in Stratford upon Avon. I thoroughly enjoyed these courses and the view of the horizons that the qualifications could open up to me, so much so that I decided to progress on to take an MBA and leave the Army to pursue a career in business. I left in September 2007 as an LE Captain having served 11 years in the AGC (SPS). Three years on I am now Managing Director of a Care Company operating over 30 sites, 1100 staff and a £25 million turnover. I remain firmly convinced that the CMS / DMS /MBA opened my eyes to civilian opportunities but more importantly opened employer's doors when I was job hunting."*

*JP MBA*

*Managing Director, Agincare UK Ltd*

"I completed the CMS on the Late Entry Officers Course, the DMS the following year and plan to begin the MBA this year. I originally undertook this study with one eye on my post-military career, but have found that it also pays dividends whilst still serving. The courses obviously involve an element of work in your own time, but we are all used to that but with no reward! These courses force you to consider many business issues from a civilian perspective; to think 'outside the box'.

I would encourage all military personnel to attempt it unless they already have an MBA. There has been nothing on the course so far which has been overly daunting, and individuals from all cap badges have succeeded."

AH Capt, AGC(SPS) att KRH

*"Achieving the CMS and DMS was a notable achievement for me, it takes a good work ethic and discipline however the benefits are immediate and tangible. Understanding the theory that supports good management practice is a powerful tool and having both the CMS and DMS qualifications together with my 26 years of military management experience is allowing me to meet the challenges of a modern manager in a highly demanding workplace."*

*IR AlnstAM MCGI DMS Consultant in Training and Development,  
Abu Dhabi, United Arab Emirates. Formerly: 39 Regiment Royal Artillery*

"Achieving the CMS & DMS was definitely a good thing. Using your military credits towards recognised high levels of achievement within society was good, especially covered & completed in a relatively short period (in comparison to civilian normality). An ideal opportunity to show on paper your "civilian" level of competence after serving many years in the military."

SD Capt, PARA

“Marc, just thought I would drop you a line to let you know that I graduated last week (July 2010) from Northampton University with an MBA. It seems only days ago since I sat down with you on the Late Entry Officers Course (LEOC CMS) discussing whether I had a 'cat in hells' chance of passing. I'll tell you what Marc it was some journey but one that I'm glad I undertook. It has also opened other doors for me with the Army.”

LN Capt ART 6, YORKS

“In a short space of time (6 months) I managed to attend the CMS, DMS and start the final year of an MBA. This type of timescale is unheard of outside of this system. I commend the CMS to all military personnel. The chance to obtain a post graduate certificate in management studies is well worth the limited outlay of time and money. Whether for personal development or future opportunities, it is simple, straight forward, engaging and interesting. Add to that another weekend (+) worth of effort to obtain the postgraduate Diploma and you have completed what most mature students take 2 years to finish, all paid for with ELC & SLC. I have found the information learnt valuable in both a work and external capacity. Thoroughly recommended and Marc and Sue (at Stratford Business School) give you the maximum assistance in the short timescale.”

Capt JG Intelligence Corps

*“I just really wanted to thank you and Sue for your help while I was an instructor at RMAS with regard to guiding me through the Certificate in Management Studies and the Diploma in Management Studies. You should know that I have now completed the Master of Business Administration (MBA) with the University of Northampton and achieved a Merit pass.*

*I am due to leave the Army in 6 months time and I have been tentatively applying for a few jobs to 'test the market'. I have to say, so far, I have got to the final stage of the interview process for both posts and I am absolutely convinced that the management qualifications that sit next to my name on my CV have opened the necessary doors to get me to this stage.”*

P W M Lt Col SO1 MS Occurrences

“Achieving a Level 7 Management qualification was a good thing for me because it demonstrated how easily available higher education really is. Any Officer in the British Army wanting to pursue a full career whether DE or LE understands that Personal Development has never played a more significant part in achieving individual potential, this award offers a fantastic opportunity to gain a leading qualification not only at level 7 but gaining an MBA with a little additional extra effort.”

NH, Capt and AGC (SPS).

“This was the first time in my career that I was afforded the opportunity to translate my managerial skills into something transferable. It was also the first course in 20 years that I had time to dedicate to a civilian qualification without sacrificing the valuable time I have to spend with my family. I'm extremely glad that I completed the course and I would urge you all to think long before dismissing, quite possibly the only point in your career to invest in yourself.”

RC Capt 14 Signal Regiment (Electronic Warfare).

*“The opportunity to gain a level 7 qualification during LEOC is one not to be missed, although it follows a week in the LEOC classroom ultimately it is worth the effort. The staff that deliver the course help to generate the enthusiasm in the group to achieve the required standard easily. I am glad I put the effort in and have already claimed most of the fee back via the standard learning credit programme.”*

TJ Capt QDG.

“Don't be a fool! This is a golden opportunity to earn a high level qualification that actually says something on your CV. Thanks to the Stratford Business School it can also be achieved with relative ease and next to nil cost compared to our civilian counterparts trying to do the same. After finding myself in an unexpected position of building a CV, and finally accepting how woeful my Personal Development had been throughout my career, it became blatantly clear that I had missed an opportunity by not attending the DSML course during the LEOC. Thankfully the course even caters for this by allowing retrospective attendance for any LEOC graduates on subsequent courses, which after coming to my senses I did.

Despite going on the course with the attitude of just attending to gain a qualification I actually found the syllabus interesting and dare I say it even enjoyable, more importantly I also found it well within my capability with much being akin to military day to day business. On completion of the Diploma course at Sandhurst I applied for my Enhanced Learning credits and have now successfully completed the Extended Diploma course. A colleague who I attended both courses with has found employment in a 50k a year job on the back of these 2 qualifications, leaving me feeling confident and well poised in the same position. However having 'googled' MBA on employment websites and seeing the value of the qualification I intend to use my accumulated 120 points and complete the MBA using a correspondence course with Plymouth University.”

PL Capt RHA

*“Undertaking the Level 7 Diploma over a weekend while on the LEOC course was a tough challenge with long hours after what had been a busy week. However it paid dividends as I was then free to choose the next stage study course at Stratford to suit my work commitments. The Stratford seminar was well run, tuition and advice were first rate, and all delivered in a relaxing environment conducive to study and learning. The project work required received honest and frank critique by the staff which serves as a guide to any future study. The whole process has kick started a drive in management and leadership personal development and I am currently registering with a university to undertake an MBA.”*

*NP Capt Royal Electrical and Mechanical Engineers*

“Achieving a Level 7 Management qualification ensures that my progression within the army is matched with civilian recognized qualifications in management. I have since enrolled on the MBA (Top Up) Sep 11 with Plymouth Business School and expect to pass the course in 2012. I recommend all LEOC candidates to attend the courses as they provide a fast track route to civilian recognized courses required in many management roles.”

Captain J E Foster 3RSME Royal Engineers

*“For me, achieving the level 7 Diploma in Strategic Management & Leadership (DSML) was excellent, although the weekend was very busy, it opened my mind and I subsequently enrolled on the Extended Diploma and attended this in June 11. Following the successful completion of this, I applied for the MBA top up with the University of Plymouth and I am pleased to say that I was accepted and the programme commenced on the 19 Sep. With some hard work ahead, I will be the proud achiever of an MBA in Jul 2012.*

*12 months ago, I hadn't even thought of this, and with redundancies and uncertainty ahead, this qualification will not only improve my abilities and thought processes within the army, but will enable me to be more employable upon leaving the army, at whatever stage. Both Marc & Sue opened the door for me and were very encouraging, the courses attended with them, although very frantic, were enjoyable and productive. Thanks again”*

*SB Captain Unit: 111 Pro Coy, 1 RMP, BFPO 30 (Hohne, Germany)*

“During my career I had concentrated on military courses and my current position and viewed my training for life after the military as something to do in the last 2 years; this did not happen. On leaving as a Major I was very successful at getting interviewed for jobs but found most employers required a formal qualification, not just experience. I was lucky to have a serving LE friend who put me in touch with the Stratford Business School and LEOC and after some sage advice, I attended the Diploma and Extended Diploma and I am now completing the MBA. The business world uses the same processes as the Seven Questions or Military Appreciation, just with different wording and most areas in have a direct comparison.

I strongly recommend completing the DMSL and further courses as they are a quick route in gaining much required qualifications. I now earn a ridiculous salary as MD and Business Development Manager of a very successful company thanks to my military career and business qualifications.”

Regards Ian Simpson

“In a short space of time (6 months) I managed to attend the LEOC and Stratford upon Avon workshops and start the final year of an MBA. This type of timescale is unheard of outside of this system. I commend this to all LEOC delegates. The chance to obtain a post graduate certificate in management studies for a weekends work added to LEOC attendance is well worth the limited outlay of time and money. Whether for personal development or future opportunities, it is simple, straight forward, engaging and interesting. Add to that another weekend (+) worth of effort to obtain the postgraduate Diploma and you have completed what most mature students take 2 years to finish, all paid for with ELC & SLC.

I have found the information learnt valuable in both a work and external capacity. Thoroughly recommended and Marc and Sue (at Stratford Business School) give you the maximum assistance in the short timescale.”

JG Capt Intelligence Corps OC Defence Security Wing



**Edexcel Level 7 Strategic Management & Leadership**

Please tick the appropriate box to apply for **one** course

I would like to study the Level 7: Certificate  Diploma  Extended Diploma

I will pay for one unit at a time  or I will pay for the complete course now

I am applying for ELC funding

**Personal Details**

Surname and Rank	Title	First Name/s	Date of Birth	Male/ Female
Address		Telephone Number: Home:	E mail address: Home:	
Postcode		Work:	Work:	
		Fax:		

**Most recent Education/Qualifications**

School/Colleges attended	Qualifications Dates

Signed .....

Date .....

Send the form to: Bridge House, PO Box 1754, Stratford upon Avon, CV37 6TW UK  
 or FAX to: 0044 (0)1789 751622 or email to study@stratbiz.co.uk

