



# QUALIFI

SUCCESS THROUGH LEARNING  
RECOGNISED WORLDWIDE

## QUALIFI ASSESSMENT DOCUMENT

Qualification	Qualifi Level 7 Diploma in Strategic Management & Leadership
Qualification No (RQF)	601/5335/0
Unit Name	Strategic Direction
Unit Reference	706
No of Credits	15 Credits

## Introduction

Prior to attempting this coursework assignment, Learners must familiarise themselves with the following policies:

- Centre Specification
  - Can be found at <https://qualifi.net/qualifi-level-7-diploma-in-strategic-management-and-leadership/>
- Qualifi Quality Assurance Standards
- Qualifi Quality Policy Statement

## Plagiarism and Collusion

In submitting the assignment Learner's must complete a statement of authenticity confirming that the work submitted for all tasks is their own. The statement should also include the word count.

Your accredited study centre will direct you to the appropriate software that checks the level of similarity. Qualifi recommends the use of <https://www.turnitin.com> as a part of the assessment.

Plagiarism and collusion are treated very seriously. Plagiarism involves presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution.

Collusion occurs when two or more learners submit work which is so alike in ideas, content, wording and/or structure that the similarity goes beyond what might have been mere coincidence

Please familiarise yourself on Qualifi's Malpractice and Maladministration policy, where you can find further information

## **Referencing**

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used.

The learner must use an appropriate referencing system to achieve this. Marks are not awarded for the use of English; however, the learner must express ideas clearly and ensure that appropriate terminology is used to convey accuracy in meaning.

Qualifi recommends using Harvard Style of Referencing throughout your work.

## **Appendices**

You may include appendices to support your work, however appendices must only contain additional supporting information, and must be clearly referenced in your assignment.

You may also include tables, graphs, diagrams, Gantt chart and flowcharts that support the main report should be incorporated into the back of the assignment report that is submitted.

Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment, in accordance of Harvard Style Referencing, and referenced at the end of the assignment.

## **Confidentiality**

Where a Learner is using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion.

Where confidentiality is an issue, Learners are advised to anonymise their assignment report so that it cannot be attributed to that particular organisation.

## **Word Count Policy**

Learners must comply with the required word count, within a margin of +10%. These rules exclude the index, headings, tables, images, footnotes, appendices and information contained within references and bibliographies.

When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

## **Submission of Assignments**

All work to be submitted on the due date as per Centre's advice.

All work must be submitted in a single electronic document (.doc file), or via Turnitin, where applicable.

This should go to the tutor and Centre Manager/Programme Director, plus one hard copy posted to the Centre Manager (if required)

## **Marking and grades**

Qualifi uses a standard marking rubric for all assignments, and you can find the details at the end of this document.

Unless stated elsewhere, Learners must answer all questions in this document.

## Assignment Question

### Scenario

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario: -

You are a manager at a medium sized organisation. You have been asked to review your organisational strategic plan to establish if suitable progress is being made to meet the organisation's strategic objectives. Analysis of internal and external factors affecting the plan is part of your remit and it has been suggested you examine options to meet the plan which are more effective and cost efficient. From your analysis you need to justify your recommendations and so, valid and realistic options need to be produced.

If you will be using the scenario please select and research an organisation of your choice with regards to their strategic plan. Provide details of your research and a short summary of the information you have found in order that the assessor may contextualise your responses to the tasks below. The summary is expected to be between 200 and 250 words.

## **Task 1 – 450 words**

**1.1:** Critically analyse the current strategic aims and objectives of your chosen scenario / organisation, you may wish to consider the fuller hierarchy of objectives, within your critical analysis, enable greater detection of misalignment. Use techniques and modelling to underpin your critical analysis, where feasible.

**1.2:** Decompose your organisational strategy into logical component parts, it is likely that each functional area will have their own customized strategies and tactics; it is within this sphere that misalignment often occurs. Not all component parts of the strategy will have the same value or level of risk; this may be considered in your analysis.

**1.3:** Critically conduct an environmental scan focused on environmental factors in the short and medium term, short being up to one year, longer term being up to three years.

## **Assessment Criteria**

**1.1:** Critically analyse the existing strategic aims and objectives of the organisation.

**1.2:** Undertake a critical evaluation of the components of current organisational strategy.

**1.3:** Critically analyse the factors affecting the strategic aims of organisational strategy over the short and medium term.

## **Task 2 – 350 words**

- 2.1:** Conduct an audit customised for the purpose of signposting the activities within the processes of working towards existing strategic aims and objectives. Embed diagnostic tools from across the business domain to add validity and confidence in the auditing activity.
- 2.2:** Identify ten stakeholders connected with the organisation and evaluate their expectations. Undertake stakeholder mapping to analyse the power and influence they have upon the organisational strategy. Strategic Stakeholder Tooling is recommended for this task.
- 2.3:** Evolve a strategic positioning map or tool(s) to enable critical analysis of the business processes and activities towards the achievement of the current strategic position.

## **Assessment Criteria**

- 2.1:** Apply a range of diagnostic and analytical tools to audit and assess progress towards existing strategic aims and objectives.
- 2.2:** Take responsibility for and critically assess the expectations of all stakeholders and their influence upon future organisational strategy.
- 2.3:** Critically analyse, interpret and produce an evaluation of the existing organisational strategic position and progress towards achieving the existing strategy. Use at least three recognised strategic tools.

### **Task 3 – 350 words**

**3.1:** Deploy strategic options tools to support the critical evaluation of your identified range of strategic options in the short and medium term. Conduct critical analysis of the value of your chosen tools, together with suitable criteria for the selection of use of such tools. Supporting factors may be such factors as profit, core competencies, quality, competitive factors and business processes.

**3.2:** Determine and justify the evolved strategic option(s) and assess its suitability in contributing to meeting any revised strategic posit.

### **Assessment Criteria**

**3.1:** Critically evaluate and develop a range of alternative strategic options to meet organisational strategic aims, direction and objectives in the short and medium term.

**3.2:** Determine and justify the existing strategic option that can meet the revised strategic position.



	<b>Distinguished</b>	<b>Excellent</b>	<b>Good</b>	<b>Proficient</b>	<b>Basic</b>	<b>Marginal</b>	<b>Unacceptable</b>
<b>Criteria</b>	80+	70	60	50	40	30	0
<b>Content (alignment with assessment criteria)</b>	Extensive evaluation and synthesis of ideas; includes substantial original thinking	Comprehensive critical evaluation and synthesis of ideas; includes coherent original thinking	Adequate evaluation and synthesis of key ideas beyond basic descriptions; includes original thinking	Describes main ideas with evidence of evaluation; includes some original thinking	Describes some of the main ideas but omits some concepts; limited evidence of evaluation; confused original thinking	Largely incomplete description of main issues; misses key concepts; no original thinking	Inadequate information or containing information not relevant to the topic
<b>Application of Theory and Literature</b>	In-depth, detailed and relevant application of theory; expertly integrates literature to support ideas and concept	Clear and relevant application of theory; fully integrates literature to support ideas and concepts	Appropriate application of theory; integrates literature to support ideas and concepts	Adequate application of theory; uses literature to support ideas and concepts	Limited application of theory; refers to literature but may not use it consistently	Confused application of theory; does not use literature for support	Little or no evidence of application of theory and relevant literature
<b>Knowledge and Understanding</b>	Extensive depth of understanding and exploration beyond key principles and concepts	Comprehensive knowledge and depth of understanding key principles and concepts	Sound understanding of principles and concepts	Basic Knowledge and understanding of key concepts and principles	Limited and superficial knowledge and understanding of key concepts and principles	Confused or inadequate knowledge and understanding of key concepts and principles	Little or no evidence of knowledge or understanding of key concepts and principles
<b>Presentation and Writing Skills</b>	Logical, coherent and polished presentation exceeding expectations at this level; free from errors in mechanics and syntax	Logical, coherent presentation demonstrating mastery; free from errors in mechanics and syntax	Logical structure to presentation; makes few errors in mechanics and syntax which do not prohibit meaning	Orderly presentation; minor errors in mechanics and syntax	Somewhat weak presentation; errors in mechanics and syntax may interfere with meaning	Confused presentation; errors in mechanics and syntax often interfere with meaning	Illogical presentation lacking cohesion; contains significant errors that interfere with meaning
<b>Referencing</b>	Advanced use of in-text citation and references	Mastery of in-text citation and referencing	Appropriate use of in-text citation and referencing	Adequate use of in-text citation and referencing	Limited use of in-text citation and referencing	Inadequate use of citation and referencing	Little or no evidence of appropriate referencing or use of sources

**Instructor's Comments**

## Directions:

1. For each of the criteria listed in the first column, circle one box in the corresponding column to the right which best reflects the student's work on this particular assessment activity (e.g., project, presentation, essay).
2. Provide specific feedback to a student about each of the criteria scores he/she earned by writing comments and suggestions for improvement in the last row titled "Instructor's comments."
3. To arrive at a mark, total the boxes and divide by 5 to arrive at final mark.

Example:

	Distinguished	Excellent	Good	Proficient	Basic	Marginal	Unacceptable
Range	80-100	70-79	60-69	50-59	40-49	35-39	0-34

Criteria	Score
Content	50
Application of Theory and Literature	40
Knowledge and Understanding	50
Presentation/Writing Skills	40
Referencing	40
<b>Total Score</b>	<b>220/5 = 44, Basic</b>



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