



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	Manage Team Performance to Support Strategy
Unit Reference	702
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 senior manager in a business unit of a medium sized enterprise, with functional management and organisational leadership responsibilities. You have responsibility for all aspects of the performance management of your team and its contribution towards the achievement of business goals.

Please select and research an organisation of your choice to identify its approach to performance management. Provide brief details of your research in a summary of between 200 and 250 words, this should not be counted in the suggested word count. Use the results of your research to answer the tasks below.

Task 1 – 400 words

1.1: Critically assess the links between the performance of your team and the stated strategic objectives of the organisation. You may wish to use congruence modelling for this purpose.

1.2: Identify a range of at least four different tools and techniques for setting team performance targets. Evaluate these by comparing and contrasting them, using a table format if preferred, identifying the advantages and disadvantages of each.

1.3: Assess their value then in the ongoing measuring and monitoring of team performance during the year, using practical examples to illustrate what worked well and what did not work so well in different situations or with different teams and cultures. Keep the focus on changing and future team performance needs, considering changes in the business environment and its impact.

Assessment Criteria

1.1: Critically assess the links between team performance and strategic objectives.

1.2: Critically evaluate tools and techniques available to set team performance targets.

1.3: Critically evaluate the value of team performance tools to measure future team performance.

Task 2 – 500 words

2.1: Explore and analysis how team performance targets are arrived at, considering the factors that effect and influence required team performance levels, compare and contrast current team performance with your findings.

2.2: Describe at least three different theories on motivation. Relate motivational techniques and influencing and persuading methodologies to the encouragement of team members to commit to shared goals, by means of practical examples.

2.3: Keeping in focus your scenarios stated strategic objectives, explore, review and critically evaluate the contribution, effects and impact that delegation, mentoring and coaching have, positively and negatively in contributing to the meeting of the organisations strategic objectives. You may consider either strategic performance objectives or strategic organisational direction.

2.4: For this task use a working team performance plan, decompose its structure, highlight areas of logical sequencing of the processes, areas of good practice, possible errors, biases and omissions and possible misalignment with the stated strategic objectives under review.

Assessment Criteria

2.1: Analyze how to determine required performance targets within teams against current performance.

2.2: Address the need for individual commitment to team performance in achievement of strategic objectives.

2.3: Critically evaluate the application of delegation, mentoring and coaching to the strategic objectives.

2.4: Critically evaluate a team performance plan to meet strategic objectives.

Task 3 – 350 words

3.1: For this task you are required to identify both tools and methods that are deployed to conduct assessment activities of the business processes used to monitor team performance, whilst having the flexibility and capacity to identify and make changes as required.

3.2: For this task you are required to conduct a team performance event, conduct assessment of team performance against pre agreed team performance measures and targets. Use these findings to address non-compliant performance, considering potential areas of legality, human resource policy, codes and effects on other operational areas. You may wish to use tools and methodologies identified in AC. 3.1, for your purposes.

3.3: For this task you are required to research and explore the critical impact and consequences of non-compliance of team performance on meeting the already stated strategic objectives. The implications are likely to have considerable scale and scope of influence on operations. An Impact Statement format may be used for your purposes.

Assessment Criteria

3.1: Identify tools and methodologies to assess the process for monitoring team performance and initiate changes where necessary.

3.2: Evaluate team performance against agreed objectives of the plan and address problematic performances.

3.3: Critically evaluate the impact of the team performance in contributing to meeting strategy.

Task 4 – 250 words

4.1: Research three influencing mythologies, review their suitability, given your sector or investigation, prevailing structure and culture and other factors you feel relevant, and determine their potential effectiveness in attracting and gaining commitment of individuals to align with the already identified organisational strategic direction.

Assessment Criteria

4.1: Determine influencing methodologies that can gain the commitment of individuals to strategy.

4.2: Critically discuss the impact of individual dynamics, interests and organisational politics on securing the commitment of individuals to strategy.

	Distinguished	Excellent	Good	Proficient	Basic	Marginal	Unacceptable
Criteria	80+	70	60	50	40	30	0
Content (alignment with assessment criteria)	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
Application of Theory and Literature	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
Knowledge and Understanding	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
Presentation and Writing Skills	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
Referencing	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
Total Score	220/5 = 44, Basic



HEAD OFFICE

7 Acorn Business Park
Commercial Gate, Nottingham
Nottinghamshire
NG18 1EX

LONDON OFFICE

Golden Cross House
8 Duncannon Street, London
WC2N 4JF
info@qualifi.net

Copyright 2019 Qualifi Ltd