



QUALIFI ASSESSMENT DOCUMENT

Qualification	Qualifi Level 8 Diploma in Strategic Management & Leadership
Qualification No (RQF)	601/5362/3
Unit Name	Strategic Planning in Cross Border and Global Organisations
Unit Reference	803
No of Credits	20 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-8-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 an international business, with functional management and organisational leadership development responsibilities.

You have been asked by the board of directors of your organisation to review the strategic planning capabilities of the company with special focus on the cross-border drivers and barriers of strategic planning in the organisations. It is expected that you will offer a very detailed and critical assessment of the existing strategic planning used by the company for cross-border and inter-organisational strategy development.

Task 1 – 500 words

In Task 1 you are required to analyse the planning and implementation of existing inter-organisational strategies in your chosen organisation. Your answer must demonstrate an understanding of the following.

1.1: Evaluate the restraints and constraints on the integration of inter-organisational strategy.

1.2: Identify and assess the respective contributions of participating organisations and administrations to the development and integration of inter-organisational strategy.

1.3: Analyse the separate components of the planning and implementation process and the impact of tensions between them on the inter-organisational strategy and its implementation.

1.4: Assess the impact of the inherent and respective power and status of the participating organisations and administrations on the inter-organisational strategy and its implementation.

Assessment Criteria

1.1: Evaluate the restraints and constraints on the integration of inter-organisational strategy.

1.2: Identify and assess the respective contributions of participating organisations and administrations to the development and integration of inter-organisational strategy.

1.3: Analyse the separate components of the planning and implementation process and the impact of tensions between them on the inter-organisational strategy and its implementation.

1.4: Assess the impact of the inherent and respective power and status of the participating organisations and administrations on the inter-organisational strategy and its implementation.

Task 2 – 500 words

In Task 2, you are required to analyse the theories and methods of strategy formulation that underpin cross-border and inter-organisational strategy development in the chosen organisation. Your report must shed light on the following aspects of strategy development:

2.1: Critically compare and evaluate the missions, goals, roles, strengths and weaknesses, opportunities and threats of cross border partners and competitor organisations and administrations.

2.2: Critically compare and evaluate theories and methods of strategy formulation used in cross border partner organisations and administrations.

2.3: Critically evaluate how effectively strategies link policy objectives, goals and aspirations to operational outcomes for cross border partners.

2.4: Identify, and assess the impact of, methods for managing risks and opportunities in the strategy.

Assessment Criteria

2.1: Critically compare and evaluate the missions, goals, roles, strengths and weaknesses, opportunities and threats of cross border partners and competitor organisations and administrations.

2.2: Critically compare and evaluate theories and methods of strategy formulation used in cross border partner organisations and administrations.

2.3: Critically evaluate how effectively strategies link policy objectives, goals and aspirations to operational outcomes for cross border partners.

2.4: Critically evaluate how effectively strategies link policy objectives, goals and aspirations to operational outcomes for cross border partners.

Task 3 – 600 words

In this task you are required to evaluate the role of strategic intelligence in strategy planning and comment on the role played by strategic intelligence in the development of existing cross-border and inter-organisational strategy of the organisation. It is expected that you will cover the following concepts related to strategic intelligence:

- 3.1:** Critically assess the means of obtaining, co-ordinating, measuring and analysing strategic intelligence.
- 3.2:** Critically evaluate and interpret strategic intelligence and determine measures of confidence in that intelligence to inform the development, implementation and review of policy and strategy for cross border and global organisations.
- 3.3:** Explain how strategic intelligence has a key influence in cross border and global organisational planning and decision-making.
- 3.4:** Critically examine the concept of 'acceptable risk' associated with gathering and using of strategic intelligence.
- 3.5:** Critically evaluate the effectiveness of risk theories and models used in organisational strategic planning.

Assessment Criteria

- 3.1:** Critically assess the means of obtaining, co-ordinating, measuring and analysing strategic intelligence.
- 3.2:** Critically evaluate and interpret strategic intelligence and determine measures of confidence in that intelligence to inform the development, implementation and review of policy and strategy for cross border and global organisations.
- 3.3:** Explain how strategic intelligence has a key influence in cross border and global organisational planning and decision-making.
- 3.4:** Critically examine the concept of 'acceptable risk' associated with gathering and using of strategic intelligence.
- 3.5:** Critically evaluate the effectiveness of risk theories and models used in organisational strategic planning.

Task 4 – 400 words

In this task you are required to evaluate how cultural differences influence strategy planning in the chosen organisation. Based on this knowledge, you are required to propose evidence-based proposals for innovative ways of mitigating or enhancing the impact of cultural differences on cross border or global organisational policy and strategy. It is expected that you will cover the following concepts related to cross-cultural strategy planning:

4.1: Critically evaluate the concepts of culture, character, ethos, beliefs, attitudes and needs and how they impact on the development and management of cross border organisational alliances and coalitions.

4.2: Critically assess the influence of domestic, national and multi-national contexts on the development and implementation of cross border and global organisational policy and strategy.

4.3: Critically analyse the body of knowledge on cultural differences to support proposals for innovative ways of mitigating or enhancing the impact of cultural differences on cross border or global organisational policy and strategy.

Assessment Criteria

4.1: Critically evaluate the concepts of culture, character, ethos, beliefs, attitudes and needs and how they impact on the development and management of cross border organisational alliances and coalitions.

4.2: Critically assess the influence of domestic, national and multi-national contexts on the development and implementation of cross border and global organisational policy and strategy.

4.3: Critically analyse the body of knowledge on cultural differences to support proposals for innovative ways of mitigating or enhancing the impact of cultural differences on cross border or global organisational policy and 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



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