



# QUALIFI

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RECOGNISED WORLDWIDE

## QUALIFI ASSESSMENT DOCUMENT

Qualification	Qualifi Level 8 Diploma in Strategic Management & Leadership
Qualification No (RQF)	601/5362/3
Unit Name	Strategic Direction in Cross Border and Global Organisations
Unit Reference	804
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 strategic manager in a leading international retail company. Your line manager has tasked you with preparing a 2000-word report on the strategic direction of the company. It is expected that you will shed light on the factors that influence and impact on strategic direction of an organisation in cross-border business context.

You have been tasked with the following 5 key tasks as a part of this project:

- Evaluation of the factors that influences upon policy and organisational strategies in cross-border context
- Assessment of the roles of relevant partners in the formulation of inter-organisational strategy
- Evaluation of the impact of economic factors in cross border or global-organisational policy objectives and strategy
- Propose improvements to cross-border and global organisation strategy, planning and implementation
- Comment on how future trends and events can and will influence cross border and global organisational policy and strategy

A detailed breakdown of these 5 tasks is given below.

## **Task 1 – 450 words**

In this task you are required to evaluate the factors that influences upon policy and organisational strategies in cross-border context by completing the following sub-tasks:

**1.1:** Critically review and assess the relationship between different partners in the development of policy and its impact on cross-border and global organisational strategy.

**1.2:** Critically evaluate the contribution of economic, political and social factors to the development of cross-border and global organisational policy and strategy.

**1.3:** Critically assess and evaluate the role of domestic, national, and multi-national interests in the translation of policy in cross-border and global organisational strategy.

## **Assessment Criteria**

**1.1:** Critically review and assess the relationship between different partners in the development of policy and its impact on cross-border and global organisational strategy.

**1.2:** Critically evaluate the contribution of economic, political and social factors to the development of cross-border and global organisational policy and strategy.

**1.3:** Critically assess and evaluate the role of domestic, national, and multi-national interests in the translation of policy in cross-border and global organisational strategy.

## **Task 2 – 400 words**

In this task you are required to assess the roles of relevant partners in the formulation of inter-organisational strategy in cross-border context by completing the following sub-tasks:

**2.1:** Identify and evaluate the policy position of different partners involved in the development and implementation of inter-organisational strategy.

**2.2:** Evaluate tensions and conflicts of interest in the roles of different partners, and propose innovative solutions to enhance relationships and outcomes in order to achieve a coherent output.

**2.3:** Develop models which support inter-organisational working and which respect the integrity of partner organisations and their political, moral, social and economic stance and differences.

## **Assessment Criteria**

**2.1:** Identify and evaluate the policy position of different partners involved in the development and implementation of inter-organisational strategy.

**2.2:** Evaluate tensions and conflicts of interest in the roles of different partners, and propose innovative solutions to enhance relationships and outcomes in order to achieve a coherent output.

**2.3:** Develop models which support inter-organisational working and which respect the integrity of partner organisations and their political, moral, social and economic stance and differences.

### **Task 3 – 450 words**

In this task you are required to evaluate the impact of economic factors in cross border or global-organisational policy objectives and strategy by completing the following sub-tasks:

**3.1:** Critically identify and assess key economic drivers.

**3.2:** Critically evaluate the impact on existing policy and strategy commitments of the finance and funding of operational activities arising from the new cross-border or global strategic and policy imperatives.

**3.3:** Propose and critically assess ways of funding unexpected operational activities which will need to meet cross-border or global organisational policy and strategic commitments.

### **Assessment Criteria**

**3.1:** Critically identify and assess key economic drivers.

**3.2:** Critically evaluate the impact on existing policy and strategy commitments of the finance and funding of operational activities arising from the new cross-border or global strategic and policy imperatives.

**3.3:** Propose and critically assess ways of funding unexpected operational activities which will need to meet cross-border or global organisational policy and strategic commitments.



## **Task 4 – 300 words**

In this task you are required to assess the roles of relevant partners in the formulation of inter-organisational strategy in cross-border context by completing the following sub-tasks:

**4.1:** Review and critique current methods and theories of cross-border and global organisational strategic planning and implementation.

**4.2:** Propose original and innovative alternatives to improve cross-border and global organisational communication coordination, strategic planning and operational implementation, and critically evaluate their likely impact.

## **Assessment Criteria**

**4.1:** Review and critique current methods and theories of cross-border and global organisational strategic planning and implementation.

**4.2:** Propose original and innovative alternatives to improve cross-border and global organisational communication coordination, strategic planning and operational implementation, and critically evaluate their likely impact.

## **Task 5 – 400 words**

In this task you are required to comment on how future trends and events can and will influence cross border and global organisational policy and strategy by completing the following sub-tasks:

**5.1:** Research and critically review authoritative, quantitative and qualitative data and sources to identify relevant political, social, economic, technological and moral trends which may affect short, medium and long-term inter-organisational policy and strategy.

**5.2:** Use current concepts, theories and methodologies to forecast likely future events which will affect and be affected by cross-border and global policy and strategy.

**5.3:** Propose alternative and innovative solutions that challenge perceived wisdom to achieve better outcomes from the process of cross-border and global organisational policy and strategy formulation.

## **Assessment Criteria**

**5.1:** Research and critically review authoritative, quantitative and qualitative data and sources to identify relevant political, social, economic, technological and moral trends which may affect short, medium and long-term inter-organisational policy and strategy.

**5.2:** Use current concepts, theories and methodologies to forecast likely future events which will affect and be affected by cross-border and global policy and strategy.

**5.3:** Propose alternative and innovative solutions that challenge perceived wisdom to achieve better outcomes from the process of cross-border and global organisational policy and strategy formulation.

	Distinguished	Excellent	Good	Proficient	Basic	Marginal	Unacceptable
Criteria	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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