Professional Development

Assignment Brief

Module Title:	**Consultancy**		Assignment Title	Portfolio (100%)
Module Code:	7002 CRB M001CRB		Module Leader	Ashley Toogood

Submission Date:	**12 August, 2019 18:00hrs** **(digital submission via Turnitin)**		Tutors	Daljit Kaur Nerea Etura Luque Paul Rouse Tariq Aslam Maro Triantafyllou Nick Wright Sarah Bonner David Fleetwood-Walker Dr James Elliott Tina Ridley

Module Learning Outcomes
1. Demonstrate an understanding of how to identify client needs and be able to develop appropriate research strategies for consultancy interventions
2. Appraise the importance of expert tools and techniques to a consultant
3. Evaluate the relationship between strategic management, leadership and leadership styles and principles that support organisational ethical and value based approaches to leadership.
4. Evaluate the application of leadership strategies and the impact on organisational direction

Assessment Brief:

You are a new consultant working for International Management Consultancy (IMC, a fictional consultancy firm).

You are required to complete **ONE** consultancy project out of a choice of three employer scenarios [See the link to the Employer videos on Moodle] which must be completed by the assignment deadline.

With reference to your chosen employer scenario, produce a 3000-3500 word report which will be assessed on the following areas:

	Maximum marks available
1. An analysis of the company's strategic position	30
2. A set of recommendations to address the issues identified	15
3. An evidence-informed implementation strategy	25
4. A reflection on key learning from the module	10
Organisation/academic writing	10
Referencing	10
Total	Out of 100

Pass mark is 40%

You are required to follow the IMC consultancy report structure below.

IMC Report Structure

Your report should be **3,000** to **3,500 words.** (+/- 10% and not including references)

Section 1: An analysis of the company's strategic position

Provide an overview of the company you have chosen.

1. Identify and apply 2 appropriate tools and techniques to analyse

    A) The internal environment of the company

    B) The external environment of the company

2. This analysis of the company's strategic position should include:

    a) Leadership and communication
    b) The company culture including its ethical and value base
    c) The company's position in the sector
    d) A critical evaluation of the strengths and limitations of the tools and techniques you have used
    e) The client needs

3. Following your analysis on the company's strategic position, identify the main issues that you could advise the company to address.

NOTE: This section refers to Learning Outcomes 1, 2, 3 and is worth 30 marks

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Section 2: Recommendations to the organisation

1. Based on your analysis in Section 1, propose 3 recommendations for the company.

2. Ensure that each recommendation is clear, has appropriate detail, is justified and is feasible in this context.

3. Recommendations should refer to the leadership and communications strategy of the company, taking account of internal and external stakeholders.

NOTE: This section refers to Learning Outcomes 1,3 and 4 and is worth 15 marks

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Section 3: Implementation of Recommendations

1. Based on Section 2, explain how the company would implement the recommendations put forward to support the changes in its strategic direction.

2. This section will include analysis of the following:

   a) Leadership styles - this must include reference to different leadership styles supported by theories, models and/or evidence.
   b) Communicating the vision to the key stakeholders
   c) Leadership strategy and the impact on organisational direction

3. This section considers the actions that should be taken by the company in order to achieve the recommendations that you have described above.

NOTE: This section refers to Learning Outcomes 3 and 4 and is worth 25 marks

Section 4: Critical Reflection

All students, particularly at postgraduate level, need to reflect critically on the learning experience.

Select and use a model (e.g. Gibbs reflective cycle) to reflect your learning experience on the CMI module (i.e. workshops, learning journeys, etc.) Consider the following question:

1. How you might apply your learning and knowledge from this module to your own area of study and future career aspirations?

NOTE: this section is worth 10 marks

Remember:

In this assignment you need to apply some of the tools and methods that have been referred to in the workshops and learning journeys and discuss their relevance to the client's situation. You will gain extra marks by citing appropriate references to support your arguments throughout. You will need to provide information on how you have gathered and sourced key information for your report.
- **Organisation/academic writing is worth 10 marks**
- **Referencing is worth 10 marks**

Your portfolio must:

- Include a cover sheet with your ID number (NOT YOUR NAME), your chosen employer case study and your word count.
- Be typed in Word,
- Include page numbers,
- Be written in Arial font size 12,
- Be 1.5 spaced,
- Be submitted on Turnitin by the assignment deadline

Please note that tables/diagrams/charts and the reference list are not included in the word count

Important University assessment rules for you to note:

1. Please submit an electronic copy of your assignment through Turnitin. You can access the Turnitin link through the module web.

2. The electronic version of your assignment may be used to enable checks to be made using anti-plagiarism software and approved plagiarism checking websites. Your course work will be given a zero mark if you do not submit a copy through Turnitin.

3. All work submitted after the submission deadline without an approved valid reason (see below) will be given a mark of zero. (This is not the same as a non-submission, which will be graded as AB (absent).

4. Should you submit work on time but fail the assignment, you may be offered a resit opportunity at the discretion of the PAB (Programme Assessment Board). A resit module mark will be capped at 40%.

5. The University wants you to do your best. However we know that sometimes events happen which mean that you can't submit your coursework by the deadline – these events should be beyond your control and not easy to predict. If this happens, you can apply for an extension to your deadline for up to two weeks, or if you need longer, you can apply for a deferral, which takes you to the next assessment period (for example, to the resit period following the main Assessment Boards). You must apply **before** the deadline.

6. You will find information about the process and what is or is not considered to be an event beyond your control at:
   https://share.coventry.ac.uk/students/Registry/Pages/Deferrals-andExtension.aspx

7. If, on the final submission date, Turnitin is not working then you **must email a copy** of your work to the module leader **before** the deadline time. This email will provide evidence that you have completed the work on time. Once Turnitin is working again you can then submit your assignment through it for marking. Consider taking **screenshots of the problem** you encountered as supportive evidence if needed.

8. If you think that you will need an extension or deferral please ensure that you contact the **Administrative Support person** or office linked to **your Course** to process the request. This information will normally be found in your Course Handbook. Alternatively seek advice from your Course Director or Registry team if you are unsure.

    NOTE: The M001CRB or 7002CRB module teaching team **cannot** process or approve extension or deferral requests.

9. Students MUST keep a copy and/or an electronic file of their assignment.

Plagiarism

As part of your study you will be involved in carrying out research and using this when writing up your coursework. It is important that you correctly acknowledge someone else's writing or thoughts and that you do not attempt to pass this off as your own work. Doing so is known as plagiarism. It is not acceptable to copy from another source without acknowledging that it is someone else's writing or thinking. This includes using paraphrasing as well as direct quotations. You are expected to correctly cite and reference the works of others. The Centre for Academic Writing provides documents to help you get this right. If you are unsure, please visit www.coventry.ac.uk/caw.

Assessors are able to spot cases of plagiarism. The Faculty insists that coursework is submitted through a plagiarism detection system known as Turnitin. Copying another student's work, large sections from a book or the internet are examples of plagiarism and carry **serious consequences**. Please familiarise yourself with the CU Harvard Reference Style and use it correctly to avoid a case of plagiarism or cheating being brought. If you are unsure please refer to your tutor.

Return of Marked Work

You can expect to have marked work returned to you in three working weeks. If for any reason there is a delay you will be kept informed. Marks and feedback will be provided online. As always, marks will have been internally moderated only, and will therefore be provisional; your mark will be formally agreed later in the year once the external examiner has completed his/her review.

Rubric

Strategic Position 30 Marks	>70	60-69	50-59	40-49	Fail <40	Fail 0
Answer Relevance	a. Analysis of the company's strategic position covers all of the following: Leadership and communication, company culture and position, tools evaluation and client needs.	a. Analysis of the company's strategic position covers most of the following: Leadership and communication, company culture and position, tools evaluation and client needs.	a. Analysis of the company's strategic position covers some of the following: Leadership and communication, company culture and position, tools evaluation and client needs.	a. Analysis of the company's strategic position omits many of the following: Leadership and communication, company culture and position in the sector, tools evaluation and client needs.	a. Analysis of the company's strategic position omits most of the following: Leadership and communication, company culture and position, tools evaluation and client needs.	a. Analysis of the company's strategic position omits all of the following: Leadership and communication, company culture and position, tools evaluation and client needs.
Analysis	b. Strong evidence of critical analysis, synthesis and evaluation.	b. Relationships between analysis and theory are easy to follow.	b. Critical discussion of issues may be superficial or limited in places.	b. Critical discussion of issues may be poor or very limited in places.	b. Fails to address the question set. There is minimal evidence of critical analysis.	b. Complete lack of theoretical engagement.
Analysis	c. Excellent identification and application of appropriate tools to analyse the internal and external environment of the company.	c. Very good identification and application of appropriate tools to analyse the internal and external environment of the company.	c. Good identification and application of appropriate tools to analyse the internal and external environment of the company.	c. Poor identification and application of appropriate tools to analyse the internal and external environment of the company.	c. Very poor identification and application of appropriate tools to analyse the internal and external environment of the company.	c. A lack of appropriate tools and techniques to analyse the internal and external environment of the company.
Understanding	d. The answer demonstrates a very strong theoretical engagement with the module content.	d. The answer demonstrates a strong theoretical engagement with the module content.	d. The answer demonstrates a fair theoretical engagement with the module content.	d. The answer demonstrates a poor theoretical engagement with the module content.	d. The answer demonstrates a very poor theoretical engagement with the module content.	d. The answer demonstrates a complete lack of theoretical engagement with the module content.
Key findings	e. Key findings accurately portray the issues raised in the interview.	e. Key findings adequately portray the issues raised in the interview	e. Key findings fairly portray the issues raised in the interview.	e. Key findings do not clearly flow from the issues raised in the interview.	e. Key findings are irrelevant to the issues raised in the interview.	e. Key findings are missing.

Recommendations 15 Marks	>70	60-69	50-59	40-49	Fail <40	Fail 0
Relevance to interview	a. Recommendations are strongly linked to the key issues raised in the employer video interview.	a. Recommendations are well linked to the key issues raised in the employer video interview.	a. Recommendations are somewhat linked to the key issues raised in the employer video interview.	a. Recommendations are poorly linked to the key issues raised in the employer video interview.	a. Recommendations are irrelevant to the key issues raised in the employer video interview.	a. Recommendations are missing.
Relevance to previous analysis	b. Recommendations flow very clearly from the analysis run previously and address all the issues identified in Section 1.	b. Most recommendations flow clearly from the analysis run previously and address most of the issues identified in Section 1.	b. Some recommendations flow from the analysis run previously and address some of the issues identified in Section 1.	b. Recommendations do not clearly flow from the analysis run previously and poorly address the issues identified in Section 1.	b. Recommendations do not flow from the analysis run previously and fail to address any issues identified in Section 1.	b. Recommendations refer to another case study.
Relevance to leadership	c. All recommendations clearly refer to the leadership of the company.	c. Most recommendations considerably refer to the leadership of the company.	c. Some recommendations refer to the leadership of the company.	c. Many recommendations do not refer to the leadership of the company.	c. None of the recommendations refer to the leadership of the company.	c. Recommendations do not refer to any strategic elements of the company.
Relevance to communication	d. All recommendations clearly refer to the communications strategy of the company taking account of internal and external stakeholders.	d. Most recommendations considerably refer to the communications strategy of the company taking account of internal and external stakeholders.	d. Some recommendations refer to the communications strategy of the company taking account of internal and external stakeholders.	d. Many recommendations do not refer to the communications strategy of the company taking account of internal and external stakeholders.	d. None of the recommendations refer to the communications strategy of the company taking account of internal and external stakeholders.	d. Recommendations do not refer to the communications strategy of the company.

Implementation of Recommendations 25 Marks	>70	60-69	50-59	40-49	Fail <40	Fail 0
Relevance to interview	a. The proposed actions are strongly linked to the key issues raised in the interview.	a. The proposed actions are well linked to the key issues raised in the interview.	a. The proposed actions are somewhat linked to the key issues raised in the interview.	a. The proposed actions are poorly linked to the key issues raised in the interview.	a. The proposed actions are irrelevant to the key issues raised in the interview.	a. The proposed actions for implementation do not refer to any strategic elements of the company.
Relevance to previous analysis	b. The proposed actions are strongly linked to the recommendations presented in the previous section.	b. The proposed actions are well linked to the recommendations presented in the previous section.	b. The proposed actions are somewhat linked to the recommendations presented in the previous section.	b. The proposed actions are poorly linked to the recommendations presented in the previous section.	b. The proposed actions are irrelevant to the recommendations presented in the previous section.	b. The proposed actions for implementation refer to another case study.
Relevance to leadership	c. The proposed actions for implementation completely address the recommendations proposed for the leadership of the company.	c. The proposed actions for implementation mostly address the recommendations proposed for the leadership of the company.	c. The proposed actions for implementation fairly address the recommendations proposed for the leadership of the company.	c. The proposed actions for implementation somewhat address the recommendations proposed for the leadership of the company.	c. The proposed actions for implementation poorly address the recommendations proposed for the leadership of the company.	c. The proposed actions for implementation of the recommendations proposed for the leadership of the company are missing.
Relevance to communication	d. The proposed actions for implementation completely address the recommendations proposed for the communication of the vision to key stakeholders.	d. The proposed actions for implementation mostly address the recommendations proposed for the communication of the vision to key stakeholders.	d. The proposed actions for implementation fairly address the recommendations proposed for the communication of the vision to key stakeholders.	d. The proposed actions for implementation somewhat address the recommendations proposed for the communication of the vision to key stakeholders.	d. The proposed actions for implementation poorly address the recommendations proposed for the communication of the vision to key stakeholders.	d. The proposed actions for implementation of the recommendations proposed for the communication of the vision to key stakeholders are missing.

Reflection 10 Marks	>70	60-69	50-59	40-49	Fail <40	Fail 0
Use of reflective tool	a. An excellent use of a model/ tool has been made to reflect critically on the learning experience from this module.	a. A good use of a model/tool has been made to reflect critically on the learning experience from this module.	a. A fair use of a model/tool has been made to reflect critically on the learning experience from this module.	a. A poor use of a model/tool has been made to reflect critically on the learning experience from this module.	a. An extremely poor use of a model/tool has been made to reflect critically on the learning experience from this module.	a. A reflective tool hasn't been used to reflect on the learning experience from this module.
Critical thinking	b. Reflection demonstrates a very high degree of critical thinking in applying, analysing, and evaluating key course concepts and theories from readings, lectures, media, discussions and activities.	b. Reflection demonstrates a high degree of critical thinking in applying, analysing, and evaluating key course concepts and theories from readings, lectures, media, discussions and activities.	b. Reflection demonstrates some degree of critical thinking in applying, analysing, and evaluating key course concepts and theories from readings, lectures, media, discussions and activities.	b. Reflection demonstrates a limited degree of critical thinking in applying, analysing, and evaluating key course concepts and theories from readings, lectures, media, discussions and activities.	b. Reflection lacks critical thinking. Superficial connections are made with key course concepts, course materials and activities, and examples.	b. Reflection analysis is missing.
Personal growth	c. Excellent reflection on own work that demonstrates very strong awareness of existing strengths and challenges and ability to synthesize current experience into future career growth.	c. Very good reflection on own work that demonstrates strong awareness of existing strengths and challenges and ability to synthesize current experience into future career growth.	c. Good reflection on own work that demonstrates fair awareness of existing strengths and challenges and ability to synthesize current experience into future career growth.	c. Limited reflection on own work that demonstrates limited awareness of existing strengths and challenges and ability to synthesize current experience into future career growth.	c. Inadequate reflection on own work that demonstrates very limited awareness of existing strengths and challenges and ability to synthesize current experience into future career growth.	c. Reflection on own work considering existing strengths and challenges and demonstrating ability to synthesize current experience into future career growth is missing.

Academic Writing 10 Marks	>70	60-69	50-59	40-49	Fail <40	Fail 0
Organisation & Structure	**a.** A very strong and logical organisation of ideas is demonstrated. Opinions and reasons are effectively linked and all transitions are very clear and logical.	**a.** A strong and logical organisation of ideas is demonstrated. Opinions and reasons are well linked and transitions are clear and logical.	**a.** A fair and logical organisation of ideas is demonstrated. All or most opinions and reasons are linked and most transitions are fair and logical.	**a.** A weak and unclear organisation of ideas is demonstrated. Most opinions and reasons are not linked to each other and most transitions are unclear and unreasonable.	**a.** A very weak and unclear organisation of ideas is demonstrated. Opinions and reasons are not linked to each other and all transitions are unclear and unreasonable.	**a.** An extremely weak and unclear organisation of ideas is demonstrated. Opinions and reasons are missing.
	b. Sequencing of sections is logical and paragraphs are very well-developed. Very sound, coherent structure.	**b.** Sequencing of sections is logical and paragraphs are well developed. Sound, coherent structure.	**b.** Sequencing of sections is fairly logical and paragraphs are fairly developed. Good, coherent structure.	**b.** Sequencing of sections is unclear and paragraphs are poorly developed. Unclear structure and poor coherence.	**b.** Sequencing of sections is very unclear and paragraphs are very poorly developed. Unclear structure lacking coherence.	**b.** Several sections and paragraphs are missing. The report is incomplete.
	c. The report contains a title page, a table of contents, a list of figures, a list of tables, references and appendices.	**c.** The report contains most of the following: a title page, a table of contents, a list of figures, a list of tables, references and appendices.	**c.** The report contains some of the following: title page, table of contents, list of figures, list of tables, references & appendices.	**c.** The report lacks many of the following: table of contents, list of figures, list of tables, references and appendices.	**c.** The report lacks most of the following: table of contents, list of figures, list of tables, references and appendices.	**c.** The report lacks a table of contents, list of figures, list of tables, references and appendices.
Language	**d.** The writing displays an excellent command of standard English.	**d.** The writing displays a very good command of standard English.	**d.** The writing displays a fair command of standard English; errors do not interfere with understanding.	**d.** The writing displays a poor command of standard English; errors often interfere with understanding.	**d.** The writing displays a very poor command of standard English; errors interfere with understanding.	**d.** The writing displays an extremely poor command of standard English; understanding is not possible.

Referencing 10 Marks	>70	60-69	50-59	40-49	Fail <40	Fail 0
Range and relevance	**a.** A wide range of relevant sources are cited, going beyond the recommended texts.	**a.** A very good range of relevant sources are cited. There is use of some sources beyond recommended texts.	**a.** A range of relevant sources are cited. There is limited use of sources beyond the standard recommended materials.	**a.** A limited range of relevant sources are cited. There is limited use of sources beyond the standard recommended materials.	**a.** A very limited range of relevant sources are cited. There is limited use of standard recommended materials.	**a.** Lack of any sources cited. There is no use of standard recommended materials.
Completeness	**b.** Reference list is complete.	**b.** Reference list is complete with minor omissions.	**b.** Reference list is complete with some omissions.	**b.** Reference list is incomplete with significant omissions.	**b.** Reference list is copied from another student project.	**b.** Reference list is missing.
Formatting	**c.** All citations and/or references are formatted according to the CU guidelines.	**c.** Citations and/or references are formatted according to the CU guidelines with minor mistakes.	**c.** Citations and references are formatted according to the CU guidelines with some mistakes.	**c.** Only few citations and/or references are formatted according to the CU guidelines.	**c.** Most citations and/or references are not formatted according to the CU guidelines.	**c.** None of the citations and references are formatted according to the CU guidelines.