

Assignment

Write an analytical strategy report about your chosen organisation. Assess its current situation, identify the key strategic issues faced by it, make clear strategic recommendations that can provide it a sustained competitive advantage over the long-run, and develop a plan to manage the process of change.

Choosing your focal organisation

Any type of an organisation is acceptable, whether a for-profit company, a non-profit organisation, a sports team, or a government department, etc.

However, in choosing the organisation, you must ensure that extensive information about it is available publicly and readily so that you can cite the public sources of information from which you are quoting – please familiarise yourself with the “References and Citations” section to ensure there is adequate information available about your chosen organisation from acceptable sources. Based on the aforementioned criteria, students usually find that publicly listed companies, i.e., those listed on a stock exchange, make good targets.

You may NOT choose an organisation that has been chosen by one of your classmates. Please notify the Module Coordinator (and classmates) of your choice of organisation by signing up at this sheet by **4pm** on the **12th of February 2024**.

Word limit

Word limit: 4,000 words (+10%).

- Prioritisation and succinctness are key elements of scholarship. Please see details of penalties for breaching word limits (clause 20).
- In-text citations ARE included in your word count.
- The reference list at the end does NOT count towards the word limit.

Submission

Submission medium: Electronic submission via Dropbox.

Only in Microsoft Word .DOCX file format – the Dropbox will NOT accept PDF or other non-DOCX files.

For technical issues with submission, please contact the school Office at academicadministration@qmu.ac.uk.

Submission date: 4 p.m., Wednesday, the 17th of April 2024.

See details of penalties for late submission (clause 20).

Module Coordinators can NOT grant exceptions or extensions.

See Extenuating Circumstances policy and application procedure.

Marking Criteria

This summative assessment will be graded. The following marking criteria will be used:

Criterion	Weight (%)	Description
Executive Summary	5	A concise summary of the report that provides an overview of the purpose and main points of the report, including the recommendation(s).
External Analysis	15	An analysis of the focal organisation's external environment, (e.g., the macro-environment, strategy, and/ or market), backed by critical evaluation of relevant concepts, theories, frameworks, tools and models and persuasive argumentation (supported by appropriate referencing).
Internal Analysis	15	A resource-based analysis of the focal organisation, backed by critical evaluation of relevant concepts,

		theories, frameworks, tools and models and persuasive argumentation (supported by appropriate referencing).
Strategic Choices	20	Identification of strategic issues and generation of strategic options, backed by critical evaluation of relevant concepts, theories, frameworks, tools and models and persuasive argumentation (supported by appropriate referencing).
Recommendation(s)	20	A critical evaluation of the generated strategic options and selection of strategic recommendation(s), backed by critical evaluation of relevant concepts, theories, frameworks, tools and models and persuasive argumentation (supported by appropriate referencing).
Strategy in Action	25	A formulation of the key considerations for the implementation roadmap of recommended strategy(ies), considering key configuration, change context and type, backed by critical evaluation of relevant concepts, theories, frameworks, tools and models and persuasive argumentation (supported by appropriate referencing).

At SCQF Level 11, mere “description”, “comprehension” or simple “understanding” are not sufficient. Students are expected to demonstrate higher-level skills - see Bloom's taxonomy (analysis and above).

This is reflected in the learning outcomes of this course.

Hence, please do not expend too much time, effort, or word count into describing the frameworks and tools. Your understanding should shine through your application and critical analysis.

Specifically, you'd start with justifying why a certain framework, model or tool is appropriate to use in your organisation and situation, then you'd spend most of your time and effort into the

application, and finally you'd wrap up with a discussion around the limitations of that particular approach.