



Strategic Management

Winter 2020 – Winter 2023

Marking Scheme

This marking scheme has been prepared as a **guide only** to markers. This is not a set of model answers, or the exclusive answers to the questions, and there will frequently be alternative responses which will provide a valid answer. Markers are advised that, unless a question specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks.

If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

Throughout the marking, please credit any valid alternative point.

Where markers award half marks in any part of a question, they should ensure that the total mark recorded for the question is rounded up to a whole mark.

Answer all THREE (3) tasks

Task 1

40 marks

- a) Critically analyse the environment facing YourOrg, and identify the central issues confronting YourOrg resulting from that analysis. **(10 marks)**

1 mark	2-3 marks	4-5 marks	6 marks	7-10 marks
<i>Basic analysis of YourOrg's macroenv'ment.</i>	<i>Limited analysis of YourOrg's macroenv'ment.</i>	<i>Adequate analysis of YourOrg's macroenv'ment.</i>	<i>Sound and well-balanced analysis of YourOrg's macroenv'ment.</i>	<i>Consistently critical and well-balanced analysis of YouOrg's macroenv'ment.</i>
<i>Basic analysis of YourOrg's competitive environment.</i>	<i>Limited analysis of YourOrg's competitive environment.</i>	<i>Adequate analysis of YourOrg's competitive environment.</i>	<i>Sound and well-balanced analysis of YourOrg's competitive environment.</i>	<i>Consistently critical and well-balanced analysis of YourOrg's competitive environment.</i>
<i>Basic identification of the central issues confronting YourOrg arising from its environment.</i>	<i>Limited identification of the major issues confronting YourOrg arising from its environment.</i>	<i>Adequate identification of the major issues confronting YourOrg arising from its environment.</i>	<i>Sound and generally convincing identification of the major issues confronting YourOrg arising from its environment.</i>	<i>Very convincing identification of the major issues confronting YourOrg arising from its environment.</i>

- b) Critically analyse the strategic capability of YourOrg, and identify the central issues facing YourOrg resulting from that analysis. **(10 marks)**

1 mark	2-3 marks	4-5 marks	6 marks	7-10 marks
<i>Basic analysis of YourOrg's strategic capability.</i>	<i>Limited analysis of YourOrg's strategic capability.</i>	<i>Adequate analysis of YourOrg's strategic capability.</i>	<i>Sound and well-balanced analysis of YourOrg's strategic capability.</i>	<i>Consistently critical and well-balanced analysis of YourOrg's strategic capability.</i>
<i>Basic identification of the central issues facing YourOrg arising from its strategic capability.</i>	<i>Limited identification of the central issues facing YourOrg arising from its strategic capability.</i>	<i>Adequate identification of the central issues facing YourOrg arising from its strategic capability.</i>	<i>Sound and generally convincing identification of the central issues facing YourOrg arising from its strategic capability.</i>	<i>Very convincing identification of the central issues facing YourOrg arising from its strategic capability.</i>

- c) Critically analyse the organisational culture of YourOrg, and identify the central features of the organisational culture that will influence the selection and implementation of the future strategy of the organisation. **(10 marks)**

1 mark	2-3 marks	4-5 marks	6 marks	7-10 marks
<i>Basic analysis of YourOrg's organisational culture.</i>	<i>Limited analysis of YourOrg's organisational culture.</i>	<i>Adequate analysis of YourOrg's organisational culture.</i>	<i>Sound and well-balanced analysis of YourOrg's organisational culture.</i>	<i>Consistently critical analysis of YourOrg's organisational culture.</i>
<i>Basic identification of the central features of YourOrg's organisational culture that will influence the selection and implementation of the future strategy of the organisation.</i>	<i>Limited identification of the central features of YourOrg's organisational culture that will influence the selection and implementation of the future strategy of the organisation.</i>	<i>Adequate identification of the central features of YourOrg's organisational culture that will influence the selection and implementation of the future strategy of the organisation.</i>	<i>Sound and generally convincing identification of the central features of YourOrg's organisational culture that will influence the selection and implementation of the future strategy of the organisation.</i>	<i>Very convincing identification of the central features of YourOrg's organisational culture that will influence the selection and implementation of the future strategy of the organisation.</i>

- d) Critically analyse the stakeholders involved in YourOrg, and identify the central issues confronting YourOrg from that analysis. **(10 marks)**

1 mark	2-3 marks	4-5 marks	6 marks	7-10 marks
<i>Basic analysis of the stakeholders involved with YourOrg.</i>	<i>Limited analysis of the stakeholders involved with YourOrg.</i>	<i>Adequate analysis of the stakeholders involved with YourOrg.</i>	<i>Sound and well-balanced analysis of the stakeholders involved with YourOrg.</i>	<i>Consistently critical and well-balanced analysis of the stakeholders involved with YourOrg.</i>
<i>Basic identification of the central issues confronting YourOrg arising from its stakeholders.</i>	<i>Limited identification of the central issues confronting YourOrg arising from its stakeholders.</i>	<i>Adequate identification of the central issues confronting YourOrg arising from its stakeholders.</i>	<i>Sound and generally convincing identification of the central issues confronting YourOrg arising from its stakeholders.</i>	<i>Very convincing identification of the central issues confronting YourOrg arising from its stakeholders.</i>

Task 2

30 marks

Making use of appropriate analytical frameworks, identify and critically evaluate the strategy that you consider YourOrg should pursue in the future.

0-5 marks	6-11 marks	12-17 marks	18-20 marks	21-30 marks
<i>Basic identification and use of appropriate analytical frameworks to identify and classify a strategy for YourOrg to pursue in the future.</i>	<i>Limited identification and use of appropriate analytical frameworks to identify and classify a strategy for YourOrg to pursue in the future.</i>	<i>Adequate identification and use of appropriate analytical frameworks to identify and classify a strategy for YourOrg to pursue in the future.</i>	<i>Good identification and well-balanced use of appropriate analytical frameworks to identify and classify a strategy for YourOrg to pursue in the future.</i>	<i>Very convincing identification and excellent use of appropriate analytical frameworks to identify and classify a strategy for YourOrg to pursue in the future.</i>
<i>Basic critical analysis of the alternative methods of achieving the proposed strategy (organic development, strategic alliances, acquisitions). Basic identification of the preferred method.</i>	<i>Limited critical analysis of the alternative methods of achieving the proposed strategy (organic development, strategic alliances, acquisitions). Limited identification of the preferred method.</i>	<i>Adequate critical analysis of the alternative methods of achieving the proposed strategy (organic development, strategic alliances, acquisitions). Adequate identification of the preferred method.</i>	<i>Sound and well-balanced critical analysis of the alternative methods of achieving the proposed strategy (organic development, strategic alliances, acquisitions). Sound and generally convincing identification of the preferred method.</i>	<i>Consistently critical and well-balanced analysis of the alternative methods of achieving the proposed strategy (organic development, strategic alliances, acquisitions). Very convincing identification of the preferred method.</i>
<i>Basic selection and use of an appropriate framework for evaluating the proposed strategy for YourOrg to pursue in the future.</i>	<i>Limited selection and use of an appropriate framework for evaluating the proposed strategy for YourOrg to pursue in the future.</i>	<i>Adequate selection and use of an appropriate framework for evaluating the proposed strategy for YourOrg to pursue in the future.</i>	<i>Sound and well-balanced selection and use of an appropriate framework for evaluating the proposed strategy for YourOrg to pursue in the future.</i>	<i>Very convincing selection and use of an appropriate framework for evaluating the proposed strategy for YourOrg to pursue in the future.</i>

Basic use of the output from Task 1 relating to the environment, strategic capability, organisational culture and stakeholders. Basic critical evaluation of the proposed strategy.	Limited use of the output from Task 1 relating to the environment, strategic capability, organisational culture and stakeholders. Limited critical evaluation of the proposed strategy.	Adequate use of the output from Task 1 relating to the environment, strategic capability, organisational culture and stakeholders. Adequate critical evaluation of the proposed strategy.	Sound and well-balanced use of the output from Task 1 relating to the environment, strategic capability, organisational culture and stakeholders. Sound and well-balanced critical evaluation of the proposed strategy.	Very convincing and effective use of the output from Task 1 relating to the environment, strategic capability, organisational culture and stakeholders. Very convincing critical evaluation of the proposed strategy.
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Task 3

30 marks

Select ONE issue associated with the implementation or change management of the strategy you identified in Task 2, and critically evaluate the alternative approaches to managing that issue.

0-5 marks	6-11 marks	12-17 marks	18-20 marks	21-30 marks
Basic identification of an appropriate issue associated with the implementation or change management of the proposed strategy identified in Task 2.	Limited identification of an appropriate issue associated with the implementation or change management of the proposed strategy identified in Task 2.	Adequate identification of an appropriate issue associated with the implementation or change management of the proposed strategy identified in Task 2.	Sound and well-balanced identification of an appropriate issue associated with the implementation or change management of the proposed strategy identified in Task 2.	Very convincing identification of an appropriate issue associated with the implementation or change management of the proposed strategy identified in Task 2.
Basic contextualisation of the selected issue in relation to the specifics of YourOrg and the proposed strategy.	Limited contextualisation of the selected issue in relation to the specifics of YourOrg and the proposed strategy.	Adequate contextualisation of the selected issue in relation to the specifics of YourOrg and the proposed strategy.	Sound and well-balanced contextualisation of the selected issue in relation to the specifics of YourOrg and the proposed strategy.	Very convincing contextualisation of the selected issue in relation to the specifics of YourOrg and the proposed strategy.

<p>Basic identification of a range of alternative approaches to managing the issue associated with the implementation or change management of the proposed strategy. Basic support from academic literature.</p>	<p>Limited identification of a range of alternative approaches to managing the issue associated with the implementation or change management of the proposed strategy. Limited support from academic literature.</p>	<p>Adequate identification of a range of alternative approaches to managing the issue associated with the implementation or change management of the proposed strategy. Adequate support from academic literature.</p>	<p>Sound and well-balanced identification of a range of alternative approaches to managing the issue associated with the implementation or change management of the proposed strategy. Good support from academic literature.</p>	<p>Very convincing identification of a range of alternative approaches to managing the issue associated with the implementation or change management of the proposed strategy. Excellent support from academic literature.</p>
<p>Basic critical evaluation of the alternative approaches to managing the issues associated with the implementation or change management of the proposed strategy. Basic identification of the preferred approach. Basic alignment to the specifics of YourOrg and the proposed strategy.</p>	<p>Limited critical evaluation of the alternative approaches to managing the issues associated with the implementation or change management of the proposed strategy. Limited identification of the preferred approach. Limited alignment to the specifics of YourOrg and the proposed strategy.</p>	<p>Adequate critical evaluation of the alternative approaches to managing the issues associated with the implementation or change management of the proposed strategy. Adequate identification of the preferred approach. Adequate alignment to the specifics of YourOrg and the proposed strategy.</p>	<p>Sound and well-balanced critical evaluation of the alternative approaches to managing the issues associated with the implementation or change management of the proposed strategy. Clear and convincing identification of the preferred approach. Good alignment to the specifics of YourOrg and the proposed strategy.</p>	<p>Very convincing critical evaluation of the alternative approaches to managing the issues associated with the implementation or change management of the proposed strategy. Excellent and very convincing identification of the preferred approach. Excellent alignment to the specifics of YourOrg and the proposed strategy.</p>

Learning Outcomes matrix

Question	Learning Outcomes assessed	Marker can differentiate between varying levels of achievement
1	1	Yes
2	2	Yes
3	3	Yes

Grade descriptors

Learning Outcomes NB: All of the grade descriptors apply to each of the learning outcomes	Pass	Merit	Distinction
Analyse the strategic position of an organisation	Provide a consistent understanding and analysis of complex information, concepts and frameworks in contexts involving interacting factors.	Provide critical understanding and analysis of complex information, concepts and frameworks in contexts involving multiple interacting factors.	Provide consistently critical understanding and analysis of highly complex information, concepts and frameworks in contexts involving multiple interacting factors.
Analyse and evaluate the strategic choices available to an organisation.	Demonstrate adequate ability to critically evaluate actions, methods and results and make appropriate judgements about their implications.	Demonstrate sound ability to critically evaluate actions, methods and results and make appropriate judgements about their short and long term implications.	Demonstrate comprehensive ability to critically evaluate actions, methods and results and make highly appropriate judgements about their short and long term implications.
Critically assess the issues facing an organisation when managing and implementing strategy, and formulate approaches to managing change.	Undertake application of appropriate methodologies to complex problems to offer justified solutions. Demonstrate adequate understanding of the wider context of the field.	Undertake sound application of appropriate methodologies to complex problems and offer justified and appropriate solutions. Demonstrate sound understanding of the wider context of the field.	Undertake coherent application of appropriate methodologies to complex problems to offer well justified and highly appropriate solutions. Demonstrate comprehensive understanding of the wider context of the field.