

ARMY RESERVES

SOLDIER CONVERSION TO

OFFICER COURSE (SCOC)

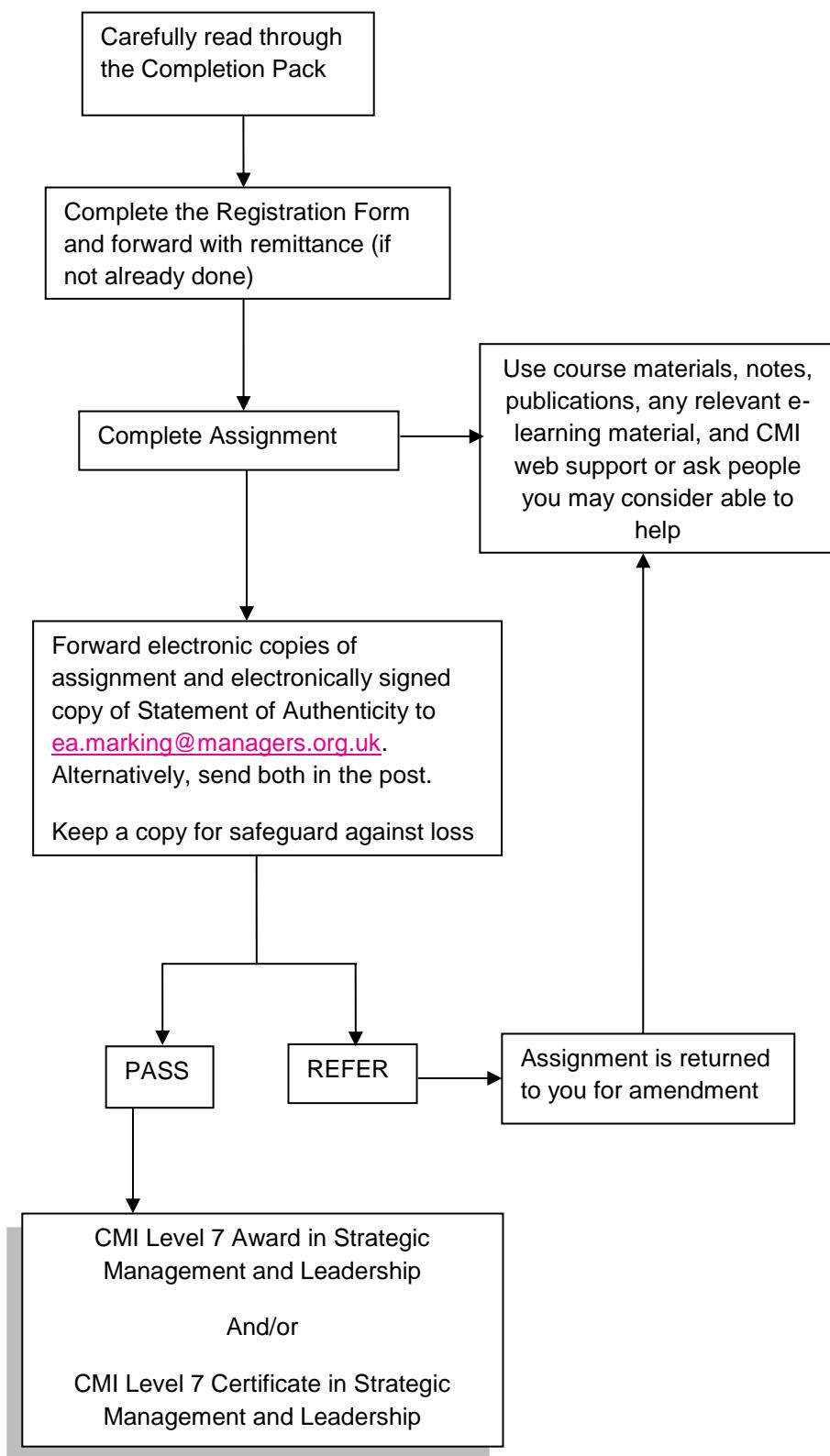
Completion Pack | February 2019 | Version 3



CONTENTS

- 3** Completion Process Overview
- 4** Introduction
- 4** Support for Gaining CMI Qualifications
- 5** Additional Unit Completion
- 5** Submission of Assignment
- 6** Assessment Guidance for Learners
- 6** Plagiarism & Collusion
- 7** Appendices
- 7** Confidentiality
- 7** Word Count Policy
- 7** Referencing & Professionalism
- 7** Instructions & Information for Learners
- 9** External Assessments
- 17** Statement of Authenticity

COMPLETION PROCESS OVERVIEW



INTRODUCTION

The Chartered Management Institute (CMI) has undertaken detailed mapping of MOD courses with a view to recognising them against nationally recognised qualifications. CMI has fully recognised that students on the Army Reserves Soldier Conversion to Officer Course (SCOC) meet some of the requirements for the **CMI Level 7 Qualifications in Strategic Management and Leadership**. This completion pack is designed to enable those who have completed SCOC to obtain CMI qualifications.

This route does not currently attract Army Skills Offer funding and the fee payable can be found on the relevant registration form. Standard Learning Credits may be eligible.

To obtain this qualification, you must complete the following External Assessments:

*Option A: For those who have completed the **current** SCOC and wish to obtain the Level 7 Award in Strategic Management and Leadership only unit 7006V1 needs to be completed.*

| UNIT CODE | UNIT TITLE |
|-----------|---|
| 7006V1 | Reviewing organisational strategy plans and performance |

*Option B: CMI Level 7 Certificate in Strategic Management and Leadership. For those who have completed the **current** SCOC course.*

| UNIT CODE | UNIT TITLE |
|-----------|----------------------------------|
| 7004V1 | Strategic information management |
| 7011V1 | Strategic planning |
| 7014V1 | Strategic leadership practice |

Note: You have 9 months to submit the work for these units.

SUPPORT FOR GAINING CMI QUALIFICATIONS

This CMI Completion Pack provides you with the support information you need for the External Assignments.

For the duration of your qualification programme you are given 'Affiliate Membership' of CMI. This enables you to access a wide range of support material on the CMI Studying Members website.

NOTE: If you have not already registered on to the CMI Website you now need to do so using the information contained in your CMI Welcome Letter.

Go to the ManagementDirect page and once logged in, to access support for units 7004V1, 7006V1, 7011V1 and 7014V1 by selecting the **Study Resource** button on your home screen.

ADDITIONAL UNIT COMPLETION REQUIREMENTS

You are required to complete up to three additional assignments to obtain either the CMI Level 7 Award or Certificate in Strategic Management and Leadership

Guidance on completing the assignments and submitting your work to CMI are on the following pages. You are also encouraged to submit a reflective statement of no more than 300 words (in addition to the assignment word count) describing the value and knowledge gained from undertaking the assignment. This statement will not be assessed; however it encourages you to review the value and application of your learning.

SUBMISSION OF ASSIGNMENTS

Once you have completed an assignment, you must forward it, along with a signed copy of the Statement of Authenticity (as a single file with your completed Statement of Authenticity as the first page) by e-mail to ea.marking@managers.org.uk. The assignment must not exceed a file size of 5MB. You are strongly advised to keep a copy of your assignment to safeguard against loss; your assignment will not be returned to you but will be destroyed by safe and confidential means.

Please note that CMI does offer a paper based assessment service for learners who are unable to provide an electronic copy. Post the assignment along with your signed Statement of Authenticity to:

External Assignments/MOD,
Awarding Body,
Management House,
Cottingham Road,
Corby,
Northamptonshire
NN17 1TT

PASS: If a pass is achieved, the Institute will issue you with your qualification certification and your units / credit certificate along with an offer of graded membership of the Chartered Management Institute. This level of membership may be lower than that offered by the MOD guaranteed membership scheme – you can opt for either.

REFERRAL: If your assignment does not meet the pass standard, it will be returned to you with guidance notes for completion. You must meet the additional requirements before re-submitting the assignment. You will be allowed one further re-submission (i.e. 2 in total).

Following two Referrals for your assignment, a Resubmission Fee of £15 (+ VAT) will be payable to CMI before work is reassessed. For more information please contact ea.marking@managers.org.uk or call 01536 207496 option 1.

ASSESSMENT GUIDANCE FOR LEARNERS

CMI provides a comprehensive external quality assessment service. Currently all units within the Management and Leadership & Coaching and Mentoring qualifications from level 3 to 7 have an assignment brief available.

CMI provide a six week service level on all assignments received.

Learners are required to complete all tasks and Assessment Criteria.

The assignment should be your own work and not direct copies of theories or models. Any models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used, appendices must not be included.

PLAGIARISM & COLLUSION

In submitting the assignment the learner must complete a statement of authenticity (included in the Completion Pack) confirming that the work submitted for all tasks is their own and does not contravene CMI policies including word count and plagiarism.

Academic offences, including 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. Plagiarism and collusion are very serious offences and any learner found to be copying another learner's work or quoting work from another source without recognising and disclosing that source will be penalised.

In submitting their assignment for the unit, and completing the relevant statement of authenticity, learners are confirming that the work submitted for all tasks is their own and does not contravene the CMI policies including word count, plagiarism and collusion. CMI reserves the right to return assignments if the necessary statements of authenticity have not been completed.

Learners found to be in breach of these regulations will be reported to the relevant CMI contact for deliberation. The learner will be notified in writing of the outcome of the investigation. In the event that a learner is found to have perpetrated malpractice, the learner will be withdrawn from his/her qualification immediately; fees will not be refunded, the relevant Regulatory Body will be informed and membership of the CMI will be withdrawn.

APPENDICES

Appendices should not be included. All use of tables, graphs, diagrams, Gantt chart and flowcharts should be incorporated into the main text of the assignment. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

CONFIDENTIALITY

Where learners are using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion in an assignment. Where confidentiality is an issue, studying members are advised to anonymise their assignment so that it cannot be attributed to that particular organisation.

WORD COUNT POLICY

In total, it is required that your assignment should be between **3000-3500** words. Learners must comply with the required word count, within a margin of +10%. These rules exclude the index (if used), headings, 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.

Where a learner's work has contravened the word count policy, it will be reviewed by the Marker and Lead Moderator before a final decision is made.

REFERENCING AND PROFESSIONALISM

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. Whilst marks are not awarded for the use of English, the learner must express ideas clearly, succinctly, and ensure that appropriate terminology is used to convey accuracy in meaning.

INSTRUCTIONS AND INFORMATION FOR LEARNERS

The external assignment is set and assessed by the Chartered Management Institute. It is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking.

You should make sure that you plan your work carefully, to ensure that you cover all the requirements of the assignment, and complete it within the time limit specified.

Your statements, in answer to the tasks, need to be prefixed with the specific task number and unit title. This will help you keep on track and should ensure you address the details. Please note that when being marked, your work will be marked against the Assessment Criteria (AC) and you should direct yours answers specifically to meet the requirements of the ACs within each task. Work submitted without a task prefix will be returned unmarked. Your statements should not be just a description of work place activities but should include what you have learned from your programme of study. In other words you need to show how you can relate what you have learned to day-to-day management activities.

You must submit your work as a single electronic word document (.doc file). You should mark the assignment with your name, learner number, the unit number, your Centre name – Soldier Conversion to Officer Course (SCOC) - and a brief description of the context in which the assignment was undertaken. You may include a title page if you wish. **You must show a total word count on the front page of your assignment.** You are strongly advised to keep a copy of your completed assignment before you submit it for assessment – the copy you submit will not be returned to you. Your assignment may be kept by the CMI for quality assurance purposes. Any assignment not kept for quality assurance will be securely destroyed.

CMI will assess your assignment, and the result will be sent to you, normally within 6 weeks of receipt by the Institute.

If your assignment is assessed as referred, notification will be sent to you with an indication of the areas to be addressed. You may resubmit an assignment on a further two occasions during your period of registration as a CMI learner.

If there is anything in these instructions or in the assignment itself which you do not understand, please seek guidance from CMI by phone on 01536 207496.

UNIT 7004V1

Assignment Brief: Strategic information management.

» INTRODUCTION

This assessment is about using management information to inform and support strategic decision making.

» 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 manager at a medium sized organisation. You have been asked to develop your organisation's management information system to ensure it conforms with legislation and provides accurate and relevant data. Analysis of historical data to inform future strategic direction is part of your current role.

» TASK 1

Identify data and information and identify the key features of each. When making management decisions determine the criteria to be applied when selecting data and information to support decision making. Consider the validity of sources of information.

Describe the main functions of an organisation's Management Information System (MIS). Evaluate the impact of a management information system to an organisation in terms of efficacy.

Guideline word count: 700 - 900 words

A.C. 1.1 - Identify the features of data and information

A.C. 1.2 - Determine the criteria to be applied when selecting data and information to support decision making

A.C. 1.3 - Evaluate the impact of a management information system to an organisation

» TASK 2

State the organisation's responsibilities in sourcing, sharing and storing information to ensure legal compliance. Identify two types of information which may have restricted access within the organisation.

Describe six types of information which an organisation can offer to employees and how this is accessed.

Identify four formats in which information can be offered and evaluate how effective these formats are within the organisational context.

Guideline word count: 700 - 900 words

A.C. 2.1 - Determine the legal responsibilities in sourcing, sharing and storing information

A.C. 2.2 - Discuss when information should be offered and access allowed

A.C. 2.3 - Evaluate the formats in which information can be offered

» **TASK 3**

Select one form of information from an organisation and analyse it to identify any patterns and trends. Consider comparative analysis such as year on year or same month/period over a period of years. Make clear judgements from your analysis and, explain how it may assist with future planning.

Describe two sources which may assist in analysing data and information. Consider the value of internal and external sources.

Guideline word count: 500 - 700 words

A.C. 3.1 - Analyse information to identify patterns and trends

A.C. 3.3 - Determine the sources available to assist in analysing data and information

» **TASK 4**

Identify three decision making tools/techniques and evaluate how effective they are in supporting strategic management decisions.

Critically review three methods of evaluating management information in relation to its accuracy. Explain the importance of correct management information when supporting the decision making process.

Guideline word count: 450 - 550 words

A.C. 3.2 - Evaluate a range of decision making tools and techniques available to support a strategic decision

A.C. 4.1 - Critically review methods of evaluating management information within an organisation

» **TASK 5**

Evaluate four methods an organisation can use to develop data collection to inform and support strategic decision making. Consider internal and external sources of information capture and the potential benefits of utilising wider sources for the organisation.

Describe how an organisation can analyse the impact of information on strategic management decisions. Explain why it is important to have a rigorous process to analyse the impact information can have on strategic decisions.

Guideline word count: 450 - 550 words

A.C. 4.2 - Evaluate methods of developing information capture to inform and support strategic decision making

A.C. 4.3 - Discuss processes for analysing impact of information on strategic decisions made

UNIT 7006V1

Assignment Brief: Reviewing organisational strategy plans and performance.

» INTRODUCTION

This assessment is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives.

» 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 manager at a medium sized organisation. You have been asked to review your organisational strategic plan to establish if suitable progress is being made to meet the organisation's strategic objectives. Analysis of internal and external factors affecting the plan is part of your remit and it has been suggested you examine options to meet the plan which are more effective and cost efficient. From your analysis you need to justify your recommendations and so, valid and realistic options need to be produced.

If you will be using the scenario please select and research an organisation of your choice with regards to their strategic plan. Provide details of your research and a short summary of the information you have found in order that the assessor may contextualise your responses to the tasks below. The summary is expected to be between 200 and 250 words.

» TASK 1

Using an organisational strategic plan list and evaluate the component parts. Consider if the plan has sufficient coverage of the organisation's activities within the component parts.

Identify the current strategic aims and objectives and evaluate if they are SMART. Describe a minimum of six factors that can affect the strategic plan. Analyse the impact these factors may have on the plan.

Guideline word count: 750 - 850 words

A.C. 1.1 - Identify the current strategic aims and objectives

A.C. 1.2 - Undertake an evaluation of the component parts of a strategic plan, including the objectives

A.C. 1.3 - Analyse the factors affecting the strategic plan

» **TASK 2**

Identify ten stakeholders connected with the organisation and evaluate their expectations. Undertake stakeholder mapping to analyse the power and influence they have upon the organisational strategy.

Guideline word count: 750 - 850 words

A.C. 2.2 - Evaluate the expectations of all stakeholders and their influence upon the organisational strategy

» **TASK 3**

Apply three strategic analysis tools to audit the progress towards its strategic aims and objectives. Produce an evaluation of the organisational strategic position.

Justify the position by using supporting analysis to consider factors such as profit, core competences, reputation and outputs.

Guideline word count: 750 - 900 words

A.C. 2.1 - Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives

A.C. 2.3 - Produce a structured evaluation of the organisational strategic position

» **TASK 4**

Select two strategic aims and objectives and develop a minimum of four alternative strategic options to meet them. For each option consider factors regarding their suitability to successfully meet the strategic aims and objectives. Justify the strategic option that best meets the revised strategic position.

Guideline word count: 750 - 900 words

A.C. 3.1 - Develop a range of alternative strategic options to meet strategic aims and objectives

A.C. 3.2 - Justify the strategic option that meets the revised strategic position

UNIT 7011V1

Assignment Brief: Strategic planning.

» INTRODUCTION

This unit is about understanding the purpose of strategic planning, then justifying, developing, implementing and reviewing strategic plans.

» 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 within a large organisation.

Your role is to provide the organisation with a strategic plan.

» TASK 1

Identify the strategic aims and objectives of your organisation.

Assess the impact that stakeholder expectations can have on strategic plans.

Using your above findings, determine a range of alternative strategic options for the organisation or business unit based on its current aims and objectives.

Guideline word count: 550 - 650 words

A.C. 1.1 - Identify the organisational strategic aims and objectives

A.C. 1.2 - Assess the impact of stakeholder expectations on a strategic plan

A.C. 1.3 – Determine the alternative strategic options available

» TASK 2

Produce a strategic plan for your organisation or business unit justifying the proposed strategic direction. The following information must be covered in your strategic plan:

- Determine a range of alternative strategic options available to enable the organisation to meet its aims and objectives
- Assess the feasibility of these options
- Conduct a risk assessment of the preferred options
- Identify the selected strategic direction, justified by the above analysis
- Provide a strategic plan to enable achievement of the chosen direction for the organisation

Guideline word count: 1,500 – 1,700 words

A.C. 2.1 - Determine the alternative strategic options available

A.C. 2.2 - Assess the feasibility of alternative options

A.C. 2.3 - Conduct a risk assessment of preferred alternatives

A.C. 2.4 - Identify the selected strategic directions

A.C. 2.5 - Produce a strategic plan to achieve the selected strategic directions

» **TASK 3**

Having produced your strategic plan, assess the factors that need to be considered in the implementation of the plan. Discuss how you will implement the plan. Show how you will determine the processes to monitor and review the plan, and also evaluate the likely impact of the plan.

Guideline word count: 950 – 1,150 words

A.C. 3.1 - Assess the factors to be considered in the implementation of the strategic plan

A.C. 3.2 - Implement the strategic plan

A.C. 3.3 - Determine the processes required to monitor and review the strategic plan

A.C. 3.4 - Evaluate the impact of the strategic plan

UNIT 7014V1

Assignment Brief: Strategic leadership practice.

» INTRODUCTION

This assessment is about the links between strategic management and leadership, key leadership principles, theory and organisational strategy.

» 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 medium sized organisation. You have been asked to undertake a strategic analysis of managers within the organisation to review differing leadership styles. The aim is to identify any potential competitive advantage and core competencies in relation to rivals. Part of your analysis will require you to examine management theories and evaluate alternative approaches to management and leadership to better inform organisational performance.

» TASK 1

Define the term 'effective leader' and 'effective manager' and differentiate between them.

Identify six key factors to analyse if managers make effective leaders, explain if leadership skills may be inherent, learned or both.

Leaders inspire others to follow them, but may not necessarily possess management skills. Analyse the concept of leaders being effective managers.

Identify and explain four demands of strategic management and strategic leadership. Analyse the balance needed between these demands and possible ways a suitable balance can be achieved.

Guideline word count: 800 - 900 words

A.C. 1.1 - Analyse the concept of managers as effective leaders

A.C. 1.2 - Analyse the concept of leaders as effective managers

A.C. 1.3 - Analyse the balance needed between the demands of strategic management and strategic leadership

» TASK 2

Evaluate the role of the strategic leader in the process of creating an organisation's mission, vision and values. Describe how the organisation's mission, vision and values can be effectively communicated to six different stakeholders. Justify why you have chosen each method of communication to reflect the needs of the stakeholder group.

Select and describe two different leadership styles a manager may adopt. Analyse how personal energy, self-belief and commitment can impact on these two styles when applied in the strategic environment.

Managers that demonstrate ethical leadership styles can engender empowerment and trust. Discuss two possible

examples of this within a workplace situation. Discuss four potential impacts ethical leadership may have on organisational practices

Guideline word count: 800 - 900 words

A.C. 2.1 - Evaluate the role of the strategic leader in the creation of the organisation's vision, mission and values.

A.C. 2.2 - Discuss the leader's role in communicating the organisation's vision, mission and values to others

A.C. 2.3 - Analyse how personal energy, self-belief and commitment impact leadership styles and their application in the strategic environment

A.C. 2.4 - Discuss how ethical leadership engenders empowerment and trust, identifying its impact on organisational practice

» **TASK 3**

Within the context of strategic leadership evaluate the concept of: -

- * Transformational leadership
- * Transactional leadership
- * Situational leadership

For each of these types of leadership evaluate the impact it can have on organisational strategy

Guideline word count: 1,600 - 1,700 words

A.C. 3.1 - Evaluate transformational leadership and identify its impact on organisational strategy

A.C. 3.2 - Evaluate transactional leadership and identify its impact on organisational strategy

A.C. 3.3 - Evaluate situational leadership and identify its impact on organisational strategy

STATEMENT OF AUTHENTICITY

THIS STATEMENT MUST BE COMPLETED AND ELECTRONICALLY SIGNED BY YOU AND ATTACHED TO (EACH ONE OF) YOUR COMPLETED ASSIGNMENT(S) (ie. one for each assignment if submitting more than one) WHEN SUBMITTED FOR ASSESSMENT.

Qualification:

CMI Level 7 Award in Strategic Management and Leadership

CMI Level 7 Certificate in Strategic Management and Leadership

Unit Numbers:

Centre: MOD – LEOCC **Course Number and Date:**

Candidate Statement: Confirmation of Authenticity:

| Name | Learner Number if known | Learners E-mail address |
|------|-------------------------|-------------------------|
| | | |

I confirm that:

- I am registered on this programme with the Chartered Management Institute
- I am, to the best of my knowledge, the sole author of the completed assignment submitted.
- The attached completed assignment is all my own work, and does not include any work completed by anyone other than myself.
- I have completed the assignment in accordance with CMI's instructions and within the time limits set as given on my CMI Registration Form.

| Address | Details | Note (in the Details column) |
|--------------------|---------|---|
| Name | | If using a military address then enter the address clearly giving: Name. Sub Unit. Unit. |
| Street Number | | |
| Street / Road Name | | |
| Town Name | | |
| Post Code | | |
| Country | | Any other relevant details e.g. BFPO Number. |

By signing my name below I am agreeing that I have read and understood the Learner Statement of Authenticity

Signature:

Date: