

Chartered Banker

Leading financial professionalism

Management Strategy and Leadership

Assignment 2

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Important Assignment Information

ASSIGNMENT LENGTH

For assignments submitted on or after **1st September 2008**, there is a **maximum** word count of **2,500 words**.

From that date, if you fail to adhere to the maximum word count, a deduction will be made to your final assignment mark. Specifically, if you exceed the 2,500 limit, you will be deducted **1%** for every **100 words** or **part of 100 words** over the limit.

For example, if you write a total of **2,614** words, a **2%** deduction will be made to your mark. For clarification, the word count includes all references and attached appendices.

PASS COMPENSATION AWARD

In recognition of the importance attached to the assignments, an award of **Pass Compensation** will be made to you if you score between 45% and 54% in the final exam and if you complete the required assignment(s) under the following conditions:

1. The assignment mark must be 60% or above – where two assignments are required, then the average mark must be 60% or above **and**
2. Assignments must be in the hands of the Tutor **at least** one month prior to the **chosen examination date for each subject**.

For example, if you enrol to sit a **full** credit subject examination on **15th December**, you must have sent **both** assignments to your tutor by **15th November**.

Similarly, if you enrol to sit a **half** credit subject examination on **2nd March**, you must have sent the **sole** assignment to the tutor by **2nd February**.

Please also note the following:

- (a) Where an assignment is marked at less than 60%, this may show up as **'Fail'** in the web-based student record – this is purely with reference to the Pass Compensation award and does not necessarily mean it is a sub-standard submission
- (b) You are **not** permitted to **re-submit** an assignment in order to gain a higher mark
- (c) In the event that you fail an exam and have not completed the required assignment(s), you can subsequently complete the required assignment(s) – these will then count towards any re-sit examination undertaken. Submission dates for these assignments must comply with the relevant timescales as stated in **2** above.

Question 1

Outline what the PESTEL framework is and explain how it relates to an organisation that you are familiar with.

When relating PESTEL to the organisation, please be as specific as possible.

NB. *This organisation could be where you work, an organisation that you are involved with outside work, or an organisation that is in the public domain.*

(TOTAL 20 MARKS)

Question 2

Briefly explain Porter's Five Forces model, then use it to analyse the profitability of the organisation you used in Question 1.

(TOTAL 15 MARKS)

Question 3

(a) What is meant by the 'strategy clock'?

(5 marks)

(b) Choose **four** areas of the 'strategy clock' and give examples of organisations that have used these strategies.

(8 marks)

(c) How has your current organisation built / maintained competitive advantage?

Please illustrate your answer with specific examples.

(12 marks)

(TOTAL 25 MARKS)

Question 4

(a) Describe the organisational structure that your organisation uses.

(5 marks)

(b) What are the advantages to you and the organisation of this structure?

(5 marks)

(c) Were it up to you, what changes would you make to the structure and why?

(5 marks)

(TOTAL 15 MARKS)

Question 5

(a) Describe a major change initiative that has been introduced in your organisation within the past two years

(5 marks)

(b) Explain how this change was implemented using one or more of these headings:

- Structure of the business
- Business practices
- Organisational symbols and rituals.

(10 marks)

(c) How was the change communicated? Had you been leading the change, would you have chosen these methods of communication – if so, why? Alternatively, what other methods of communication would you have chosen, and why?

(10 marks)

(TOTAL 25 MARKS)

TOTAL ASSIGNMENT MARKS – 100