ELECTRONIC ASSIGNMENT COVERSHEET

Course/Unit Information	
Course	*Extended Diploma in International Business and Strategy*
Unit No.	*4005*
Unit Name	*Strategic Leadership and Human Resource Practices in Organization*
Unit code	*SQA/4005*
Schedule Code	

Instructor Information	
Name	

Assignment Information	
Full/ Part Assignment	
Date Assignment Issued	
Date Assignment Due	

Student Information	
(To be filled by the student prior submitting the assignment)	
Name	
Student ID	
Email	

Your assignment should meet the following requirements.

Please confirm this by ticking ☑ the boxes before submitting your assignment

☐	The first page is completely labeled with my name, instructor name and assignment information.
☐	I have completed and ticked the declaration page.
☐	The contents of my assignment have been submitted to **Turnitin** and I have downloaded the report.
☐	I have strictly followed **Harvard Referencing** Style and Citations.

STUDENT DECLARATION

I hereby confirm that this assignment is my own work and not copied or plagiarized. It has not previously been submitted as part of any assessment for this qualification. All the sources, from which information has been obtained for this assignment, have been referenced as per Harvard Referencing format. I further confirm that I have read and understood the Westford rules and regulations about plagiarism and copying and agree to be bound by them.

Declaration	Date of Submission
☐ *Tick the box to agree*	Click or tap to enter a date.

LEARNING OUTCOMES AND ASSESSMENT FEEDBACK

Name of the Assessor	

Module Code & Title	SQA/4005	*Strategic Leadership and Human Resource Practices in Organization*

Module Learning Outcomes	
LO1	*Critically analyze the significance of Strategic Human Resources Management and its changing landscape in organizations.*
LO2	*Critically discuss the impact of Human Resources Management activities on the Organisational Performance.*
LO3	*Evaluate various leadership styles and practices in organizations.*
LO4	*Plan how to implement change in an organization.*

Assessment Types	Marks	Marks Achieved
Organizational Study (Project Format)		
Introduction	15	
Literature Review	25	
Application of knowledge and understanding	20	
Change Implementation Plan	30	
Recommendations and Conclusions	5	
Presentation and References	5	
Overall Score	100	
Overall Grade		Click or tap to enter a date.

Summative Feedback: Overall Feedback on current work with emphasis on how the student can further improve in future.	

Internal Verification Report

The following grading criteria will be applicable for the course, Executive Diploma in International Business and Strategy:

Marks	Grade
70 to 100	A - Distinction
60 to 69	B - Merit
50 to 59	Pass
40 to 49	Fail with Resubmit
0 to 39	Fail with Retake

GENERAL GUIDELINES
(Please read the instructions carefully)

1. Complete the title page with all necessary student details and ensure that the student declaration is ticked.

2. All assignments must be submitted as an electronic document in MS Word to the LMS (Use 12 Times New Roman script).

3. All assignments must be submitted with an accompanying Turnitin report.

4. Assignment that is not submitted to the LMS by the prescribed deadline will be accepted ONLY under the REDO and RESIT submission policy of Westford.

5. The results are declared only if the student has met the mandatory attendance requirement of 75% and/or a minimum of 50% under extenuating circumstances approved and ratified by the Academic Director. The student has to repeat the module (with additional fees applicable) if the attendance is below 50%.

6. **The assignment should not contain any contents including references cited from websites like** www.ukessays.com, www.studymode.com, www.slideshare.net , www.scribd.com.

7. **Students can refer Wikipedia as a source of information, but the references cited in Wikipedia must be mentioned.**

8. Submit the assignment in a MS Word document with the file name being:
   First Name Last Name_ abbreviation of the subject.

   Example: John Smith_LHRO.

Assignment	Strategic Leadership and Human Resource Practice in Organization

Learning Outcome 1: Critically analyse the significance of Strategic Human Resources Management and its changing landscape in organizations.

- PC 1.1 Critically analyze the purpose and functions of Human Resources Management in organizations.

- PC 1.2 Review the scope of Staffing, Development and Compensation HRM activities in your chosen organization.

- PC 1.3 Analyse the contributions of Human Resources Management activities in achieving Organizational Objectives.

- PC 1.4 Critically discuss the paradigm shift in various perspectives on Strategic Human Resources Management affecting the contemporary HRM issues of organizations.

Learning Outcome 2: Critically discuss the impact of Human Resources Management activities on the Organisational Performance.

- PC 2.1 Critically discuss the link between Human Resources Management activities and Organizational Performance.

- PC 2.2 Apply critical analysis of the contributions of Human Resources Management activities to the Organizational Performance Outcomes in an organization.

- PC 2.3 Explore and discuss the impact of Human Resources Management on Organizational development.

Learning Outcome 3: Evaluate various leadership styles and practices in organizations.

- PC 3.1 Evaluate a range of Leadership theories and models for organizational management.

- PC 3.2 Explore and discuss application of various leadership theories and models for organizational management.

- PC 3.3 Conceptualize the best/most suited leadership styles for organizational development for your chosen organization.

Learning Outcome 4: Plan how to implement change in an organization.

- PC 4.1 Critically analyze the factors driving change in organizations.

- PC 4.2 Evaluate a range of change management theories and models.

- PC 4.3 Develop a change management implementation plan.

- PC 4.4 Plan how to communicate the change implementation plan to organizational stakeholders.

- PC 4.5 Critically analyse strategies to overcome resistance.

Assignment Task	Report [100 Marks]

Scenario:

You are the Senior Regional Head of your company department and have identified a need to set up a new functional branch office. This requires you to present to the team and stakeholders a compelling report on your change proposal. You must develop a model for change, synthesizing issues related to strategic HRM in the chosen organisation. You need to show how you will lead and implement chosen model for change by managing the current Human Capital at hand as well the ways in which this change can enable for HR activities in your organization to contribute strategically.

1. **Introduction:** This section must cover the following agenda.
   a. **Company profile**: The Candidate shall provide a brief introduction of the chosen organization with details on its aim, mission, vision, headquarters, key operational areas, business activities, subsidiaries of the company, geographic presence of the company (globally), number of employees, clients, and competitors. The learner must critically analyse the key purpose and functions of the chosen organization's current HR activities by evaluating and showing evidence of whether the HR objectives have been fulfilled or not. **(6 marks)**
   b. **Aim & Objectives:** The aim statement of intent must describe what the learner proposes to achieve by undertaking the task. A max. of 3 objectives must be listed here. **(3 marks)**
   c. **Significance and Contextual Relevance:** The Candidate is expected to demonstrate his/her knowledge and understanding by elaborating on the various activities undertaken under Staffing, Development and Compensation. Further, the candidate must analyse whether these activities are

strategic in nature and if they contribute in helping the company achieve its organizational goals and objectives. **(6 marks)**

2. **Literature Review:** The learner is expected to undertake secondary study from a range of academic and commercial publications to critically analyse the various perspectives that have changed over time as well as on the ways in which HRM activities can be Strategic in nature. The literature review must be able to establish a rationale between the Strategic HRM activities and its relation to organizational performance by determining if those activities contribute to organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. The learner should also critically analyse by going through 6-8 research articles and journals how the organisation's strategic HR direction is affecting the basic contemporary HR issues like staffing, compensation and development of the organisation. **(25 marks)**

3. **Application of understanding and knowledge:** The Candidate must understand the chosen organization's objectives and working procedures related to the HR department. The Candidate shall map out clearly the chosen organization's goals and objectives against the HR objectives. Here the candidate must demonstrate a critical rationale between HRM activities and the organisational performance based on its objectives. An analysis should be done to check if both are aligned or not. The Candidate must justify how the chosen organization's HRM activities are contributing to the organizational performance objectives. Demonstrate the impact of HRM towards implementation of organisational goals, and analyse whether these activities aided in the organisation's development. **(20 marks)**

4. **Change Implementation Plan**: The Candidate will critically analyse factors driving change in organisations by reviewing literature from 6-8 research articles/ journals. With this researched background, the candidate will now evaluate from a range of change management models like Kotter's 7 Step Model for Change, ADKAR Model for change and Kurt Levin's 3 step change management model, by applying any two of these change models to the chosen organisation. The Candidate will evaluate by developing a change management implementation plan, by use of the change models on the following HR functions.

   a. **Forecasting Demand and Supply of Human Capital**: The Candidate will be required to evaluate the change management implementation plan with relevant details on addressing the Forecasting Demand and supply of Human Capital of the chosen organisation. This must illustrate the forecast in form of graphical representations to project the candidate's views and analysis. Further, the work must be justified with a rationale of the proposed plan, including a gap closing strategy should be tabulated as given below.

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i. Current Human Capital Supply

ii. Projected Human Capital Demand

iii. Gap Closing Strategy **(10 marks)**

b. **Stakeholder Analysis**: The Candidate must demonstrate responsibility to identify and communicate changes of the implemented plan to the organisation's stakeholders, by addressing all issues and challenges related to resistance, risk and contingency planning. The Candidate will critically analyse the factors contributing to resistance towards change and strategies to overcome them, in the chosen organization, by critically reviewing from 4-6 peer reviewed research articles. **(10 marks)**

c. **Communication and Leadership:** The Candidate must critically evaluate and determine the rationale and application of various leadership theories and models like Trait Theory, Behavioral Styles Theory, Situational Theories, and Shared Leadership Style for organizational management and direction, compare and contrast the advantages and limitation of different leadership styles used by leaders. This will be done by reviewing of literature from 6-8 research articles/ journals. Conceptualize and justify the most 'suitable/best/fit' leadership styles for the change plan in the given Organisational context. **(10 marks)**

5. **Recommendations and Conclusions:** Overall recommendations and final conclusion to be given for the chosen organisation. **(5 marks)**

6. **Presentation and References:** The work must adhere to the Harvard Style Referencing System with in-text citations. **(5 marks)**

Word count- 6000 max *(marks allotted in each section above give the approx. weightage of words count required in every section)*

Performance Descriptors

Performance descriptors indicate how marks will be arrived at against each of the above criteria. The descriptors indicate the likely characteristics of work that is marked within the percentage bands indicated.

	(70-100%) Work of an outstanding standard	(60-69%) Work of a good standard	(50-59%) Work of a pass standard	D (40-49%) Fail (Resubmission allowed)	E (0-39%) Fail (Resubmission not allowed)
Introduction (15%)	Exemplary compilation with detailed background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Mature links made between	Competent compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Sound links made between	Basic compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Average links made	Weak compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Superficial links made between relevant	Poor compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Sketchy links made between relevant ideas,

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	relevant ideas, theories and practice. Extensive range of relevant sources; those identified beyond classroom sessions; are used. An argumentative perspective is presented demonstrating originality and creativity in the interpretation of the scope of staffing, development and compensation. No obvious errors in referencing or grammar or syntax.	relevant ideas, theories and practice. A sufficient range of relevant sources; from among those identified in classroom sessions; are used. An evocative perspective is presented in the interpretation of scope of staffing, development and compensation. Negligible errors in referencing or grammar or syntax.	between relevant ideas, theories and practice. A very limited range of relevant sources; from among those identified in classroom sessions; are used. A descriptive perspective is presented in the interpretation of scope of staffing, development and compensation. Evident errors in referencing or grammar or syntax.	ideas, theories and practice. An insufficient range of relevant sources; none from among those identified in classroom sessions; are used. A vague perspective is presented in the interpretation of scope of staffing, development and compensation. Repeated errors in referencing or grammar or syntax.	theories and practice. No relevant sources; from among those identified in classroom sessions; are used. No perspective is presented in the interpretation of scope of staffing, development and compensation. Too many errors in referencing or grammar or syntax.
Literature Review (25%)	An exceptional analysis of the literature is developed. Summarizes and shows insightful synthesis of the literature information including identification and analysis of gaps. Strong linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Dr. Dave Ulrich's Strategic HR Model is clearly synthesized. No obvious errors in referencing or grammar or syntax.	A good analysis of the literature is developed. Summarizes and shows sound synthesis of the literature information, including identification and analysis of gaps. Good linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Dr. Dave Ulrich's Strategic HR Model is well resonated. Negligible errors in referencing or grammar or syntax.	A basic analysis of the literature is developed. Descriptive presentation of the literature information. Limited identification but no analysis of gaps. Average linkage is established among few of the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Dr. Dave Ulrich's Strategic HR Model is loosely referred to. Evident errors in referencing or grammar or syntax.	A weak analysis of the literature is developed. Mere compilation of information. Includes no identification and analysis of gaps. No linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Repeated errors in referencing or grammar or syntax.	A poor analysis of the literature is developed. No synthesis of the literature information. Identification and analysis of gaps is absent. No linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Too many errors in referencing or grammar or syntax.
Application of understanding and knowledge (20%)	The work thoroughly examines the scenario at the chosen organization. The use of the models clearly brings out the alignment of the strategic HR activities to organizational goals and objectives. Highly practical justifications are provided. Illustrations and Tables are properly captioned.	The work examines the scenario at the chosen organization. The outcomes are good. The use of the models clearly brings out the alignment of the strategic HR activities to organizational goals and objectives. Some sound justifications are provided. Illustrations and Tables are captioned.	A reasonably well examination of the scenario at the chosen organization. The outcomes are obvious and average. The use of the models are evident but the outcomes are descriptive about the alignment of the strategic HR activities to organizational goals and objectives. Considerable justifications are provided. Illustrations and Tables are not necessarily captioned.	The examination of the scenario at the chosen organization is not well done. The outcomes are sketchy. The use of the models are evident but the outcomes somewhat fail to present the alignment of the strategic HR activities to organizational goals and objectives. Weak justifications are provided. Illustrations and Tables are not captioned.	The examination of the scenario at the chosen organization is not well done. The outcomes are poor. The models are not used and hence the outcomes fail to present the alignment of the strategic HR activities to organizational goals and objectives. Failure to provide justifications.
Change Implementation Plan (30%)	An ability to successfully synthesize theoretical issues into practice and evaluate the possible implications and	The work demonstrates a willingness to question and to explore issues and to synthesize theoretical	The work demonstrates a competence to explore issues and to synthesize theoretical perspectives and	There may be little evidence of an ability to apply theoretical principles to the case scenario or a wider context of SHRM and Change Mgmt.	No application of theoretical principles to the case scenario or a wider context of SHRM and Change Mgmt. Conclusions unrelated and

	lessons of SHRM and Change Mgmt. Ideas are presented in a succinct manner and conclusions are well reasoned which have relevance to the scenario.	perspectives and practical application within chosen context SHRM and Change Mgmt. Some meaningful well-reasoned conclusions and attention given to lessons learned which have relevance to the scenario.	practical application within chosen case context of SHRM and Change Mgmt. Some helpful conclusions and acknowledgement of lessons learned.	Conclusions unrelated to the scenario. Lessons learned either superficial or lacking.	confused or illogical and unsubstantiated. Lessons learned either superficial or lacking. Possibly no real attempt to address assignment brief in respect of actual questions asked.
Recommendations and Conclusions (5%)	Well-organised, logical, fully supported by evidence, conclusions clear and arise from results/discussion; practical and feasible, with clear consideration of SHRM issues. Recommendations driven by good deductions from findings.	Well-organised, logical, supported by evidence, conclusions fairly clear and arise from results & discussion; practical and feasible, with clear consideration of SHRM issues. Recommendations driven by decent deductions from findings.	Reasonably well-organised, logical, generally supported by evidence, conclusions fairly clear and arise from results & discussion; practical and feasible, with un clear or weak consideration of SHRM issues. Recommendations not always driven by good deductions.	Poor organisation; gaps in reasoning; some obvious conclusions omitted for the list; other conclusions not especially driven by the findings but from 'common sense'. No real implications and recommendations, weak and incoherent.	Assertions little related to evidence, frequently illogical or arbitrary; conclusions if presented are disorganized; alternatives not considered; no real understanding of the need to draw conclusions, implications and recommendations from results.
Presentation and References (5%)	A balanced, well-structured case, generally coherent in approach. Well-written, well presented and largely free of spelling and/or typographical errors. Breadth of appropriate, current, and relevant references and correct application of the Harvard Referencing Method.	A balanced, well-structured case. Overall clear well-written, well presented. Some small repeated errors in grammar. Good application of Harvard referencing system. Breadth of appropriate, current, and relevant references and almost correct application of the Harvard Referencing.	Case is cohesive, but may be hindered by inappropriate balance, structure or writing style. Some small repeated errors in referencing or grammar. Current and relevant references and correct application of the Harvard Referencing Method.	Whilst some of the characteristics of a pass have been demonstrated, the work does not address the case requirements overall. Possibly lacking in balance, structure or writing style. Some repeated errors in referencing and/or grammar. Limited use of references.	Significant failings in case balance, structure or writing style. Repeated possibly significant errors in referencing and/or grammar. Critical failings in case balance. Possibly lacking in coherence is unstructured and/or is badly presented.