

Examiner's Report

Unit Title Strategic Stakeholder Relationships

Unit Code 6USSR

RQF Level Level 6

Session June 2022

Comments on Global Cohort Performance

	Comments
Task 1	Generally, well answered with learners aware of the importance of this learning outcome. Most learners were able to identify their stakeholders and the influence they had on their change project.
Task 2	Answers were mixed to both parts. Those learners that scored well were able to give a detailed engagement plan for their organisation of choice & be aware of how strategic changes could be made using relevant theory. Those learners that scored poorly just discussed the theory of an engagement plan without any link to their organisation of choice.
Task 3	Answers were mixed. Those learners that scored well were able to evaluate the different methods & make recommendations for all stakeholders. Those learners that scored poorly simply defined the different methods without evaluating them & failed to make recommendations.
Task 4	Reasonably well answered although a number of learners did not answer the full task which asked for evaluation and theory with linkage to their change project.

Task 1:

1. Comments on learners' performance

The task was generally well answered with the majority of learners fully aware that stakeholders will need to be identified for this assessment. Learners that scored well made sure all parts of the tasks were covered i.e. reference made to tools and theory. Learners that ignored this would not receive the full complement of marks.

2. Recommendations for learners

To ensure learners achieve high marks it is important that they have good knowledge of the organisation they choose, recognise who the key stakeholders are, and be confident that there is sufficient materials and information to enable them to answer not just this task but all tasks within this assignment.

3. Quick Tips

Learners should be aware that this unit will require a good knowledge of key stakeholders in an organisation and the change project. If possible, the organisation they work for, whether part time or full time, could be used. If this is not possible and they select a multinational organisation it is important the change project is narrowed down and not too general e.g. increase sales, improve brand, reduce costs etc. is far too general. Better to state for example 'The change project is for the organisation to reduce their staffing costs by 20%'. Also make sure you clearly state what the change project is in the organisation summary.

Task 2

1. Comments on learners' performance

Generally, these tasks showed mixed answers although learners were aware of the importance of an engagement plan. Those that scored well included the plan for their chosen organisation in a matrix form with relevant headings. Those that scored lower marks did not link their answers to their organisation or change project. The engagement plan was just discussed generally.

2. Recommendations for learners

This type of task will generally be asked in an assessment, as an engagement plan is important with any change project. Ensure when considering a plan that any recommendations made is linked individually to each key stakeholder.

3. Quick Tips

When studying different organisations consider how an engagement plan matrix can be applied to a change project and the organisation. Consider the best method to engage with each key stakeholder

Task 3

1. Comments on learners' performance

This task was generally well answered with learners aware of the different communication methods that could be used for each key stakeholder. Those that scored well made sure that different methods were evaluated and then a recommendation was made for each key stakeholder. Those learners that scored lower marks failed to evaluate each method or did not link the methods to their chosen organisation.

2. Recommendations for learners

Different communication methods are important for stakeholders and learners need to be aware of the advantages and disadvantages of each communication method.

3. Quick Tips

Again, it is important that command words are understood. In this question it was 'Critically evaluate' (advantages/disadvantages and conclusion). Make sure all command words are understood and your answer covers this otherwise marks will be lost. Also make sure all parts of the tasks are covered e.g., 'use theory; give examples etc.' otherwise marks will also be lost.

Task 4

Comments on learners' performance

Generally, this question was well answered with learners' aware conflict will be inevitable with change projects. Learners that scored well were able to identify relevant theory relating to negotiation techniques and linked this theory to their key stakeholders and the change project. They also gave relevant examples where problems had occurred. Those learners that scored lower marks did not link or apply the theory to their chosen organisation and simply discussed negotiation.

2. Recommendations for learners

Again, this type of question is common and there always will be a question on stakeholder resistance or stakeholder conflict (Learning Outcome 4). Make sure you are aware of the types of conflict/resistance that can happen and how to deal with this practically, and also use theory if the task asks for this.

3. Quick Tips

When selecting an organisation for this unit make sure you have sufficient information to cover all key learning outcomes, otherwise you will struggle to produce a good assignment. Also make sure you use the full word count allowed otherwise your answers may lack depth and analysis. It is also important any theory/models used are closely linked to your stakeholders or/and your change project.