



Moderator's Assignment Feedback – Strategic Communications and Leadership

After each series, we ask our moderators to provide a report on each assignment-based unit to identify:

- Any questions which were usually answered particularly well, including main points and qualities that characterised good answers.
- Any questions which were usually answered badly and main weaknesses in candidates' answers.
- Common errors or misconceptions made by candidates.

We hope that this will be of assistance when completing your Collections Team Management assignment.

General feedback to candidates

A decent cohort of responses for this series with a fair understanding of a range of communication and leadership theories. Most were able to link their findings to the strategies of their organisation.

The leadership subject was generally less well answered than the communications subject, with a number of candidates relying on subjective consideration of leaders rather than using reliable theories and mechanisms to measure outcomes. Candidates who were able to take their findings and use them to consider the impact of leaders on their staff's performance, did well.

The strongest papers were able to take their learned theories and apply them in a workplace context and in the format required within each task. In contrast, the candidates who simply wrote all they knew about the subject without applying this to answering the questions asked, did less well.

Analysis ranged from basic identification of findings through to more thoughtful assessment of results. Few evidenced involvement of stakeholders. There was some referencing which demonstrated wider reading but candidates are encouraged to use Harvard style referencing as outlined in the CICM learner guidance booklet and webinar.

Several candidates used their appendix as an extension to their answer, which is not correct use. Candidates should use appendix items to support and evidence their answer, selecting appropriate items that add value to the body of their answer.

It should also be noted that the 'suggested areas for consideration' are there to guide the candidates toward potential subject areas and candidates are not expected to write everything they know about each suggested area in a separate document. At this level, candidates are expected instead, to select the relevant areas and adapt them to specifically answer the task given them.

Feedback for each assignment question

Task1. Using a range of relevant academic theories, evaluate the effectiveness of departmental communication with internal and external stakeholders.

T1 – Almost all candidates were able to identify and describe several recognised communication theories and techniques. Some candidates did little more than explain what each theory or technique could do, which limited the opportunity for marks. Others spent time assessing the

viability of each method, which would have been more useful had it been used to actually assess communications within their organisation, as expected in the task.

In contrast, those who used the techniques to assess the communications within their organisation, and analysed what the results revealed about the effectiveness of communications within that organisation, did better.

Task 2. Working with relevant stakeholders, prepare and justify a plan to improve communications and achieve positive outcomes in line with strategic objectives.

T2 – Several responses offered ideas for improvement although some did not appear to have been uncovered in task 1 which weakened their suggestion.

Most attempted to develop ideas into a plan for improvement with a link back to business strategy. Few were able to justify their plan effectively and less still were able to evidence their work with relevant stakeholders.

There was a fair attempt at suggested outcomes but not many candidates created a tangible method for monitoring and measuring these outcomes.

Task 3. Using examples to illustrate your response, assess the impact of leaders on helping teams to achieve organisational goals and objectives.

T3 – Most candidates were able to identify common leadership theories although several simply described the theories rather than using them to answer the task.

Some of the better answers went on to use the theories against 'real life' or case study examples to demonstrate the efficacy of the leader. A few went on to use these examples to assess the impact of leaders on teams. The best of the responses focused on how this affected the meeting of organisational goals and objectives.