

Designation: - Core Module – **Organisational Behaviour and Change Management** (4261) - Research, Analysis and Academic Reading

Grade	Research, Analysis and Academic Reading
DISTINCTION	<ul style="list-style-type: none">• The candidate's research, analysis and academic reading focus in depth on the mission and vision appropriate to the value/s of the target organisation and the associated commercial, industrial or NFP sector's norms• In undertaking the above research the candidate displays selectivity against the time available• The analysis should include the interrelationship between values – culture/s – behaviour.• In undertaking such analysis and reading the candidate should include both organisation and sub-organisation culture/s and also include what impact this has on operational and strategic management functions within the organisation• Where appropriate such research should take into account values, cultures and behaviours of different locations (regional, national and international) of the target organisation• The research should be wide ranging and it should be expected that the candidate draws information from interviews, publications, books, manuals etc as well as Internet searches that reflect current best practice. Such research should be applied with discernment & selectivity• There should be a comprehensive bibliography and references should be used extensively and properly• An aspect of the research should be the relationship to other facets of management at this level, for example Strategic Management, HRM etc.

Grade	Research, Analysis and Academic Reading
MERIT/PASS	<ul style="list-style-type: none"> • The candidate’s research, analysis and academic reading applies to the mission and vision appropriate to the value/s of the target organisation and the associated commercial, industrial or NFP sector’s norms • The time available is taken into account in undertaking the research in that the research is suitably focussed • The analysis includes some aspect of the interrelationship between values – culture/s – behaviours in the organisation • The analysis and reading by the candidate may focus on the organisation as a whole but should make reference to some sub-organisation culture/s etc. • There should be analysis and research into the impact of culture on at least operational or day-to-day management of the organisation and also at the strategic management level • Research should, where appropriate, include the values, cultures and behaviours of different organisational locations such as regional, national or international levels • The candidate should draw research from a number of sources such as interviews, books, publications, manuals etc and may use facilities provided by the Internet all of which should be germane to the key aspects of this module • Such research should be applied with some notion of selectivity and possible discernment • There should be an adequate bibliography and appropriate use of references

Grade	Research, Analysis and Academic Reading
FAIL	<ul style="list-style-type: none">• The candidate's research, analysis and academic reading relating to the value/s of the target organisation and the associated commercial, industrial or NFP sector's norms, lacks conviction• Time is not well used in undertaking the research aspect of this module• There is little analysis of the interrelationship between values – culture/s – behaviours in the organisation and the presentation is shallow• The analysis and reading fails to address sub-cultures and at whole organisational level is simplistic• The impact of culture on the operational or day-to-day management of the organisation at either strategic or operational levels is insufficiently detailed to indicate true understanding of this aspect of behaviour and change management• Research focuses on a narrow aspect of the organisation and fails to recognise the importance of values and cultures beyond the immediate organisational boundaries• Research is limited to one or only a few unimportant or minor sources and the research is superficial• There appears little selectivity and discernment in drawing evidence from the sources that are used• There is only a limited bibliography

Grade	Application of Theory to Practice
DISTINCTION	<ul style="list-style-type: none">• Candidates must provide clear evidence that research and theoretical understanding is relevant to behaviours within the organisation as a whole and if appropriate at departmental level• An explanation should be offered concerning how cultures have arisen and it should also provide some understanding of how existing practice and behaviours relate to existing cultures & values• The candidate attempts, with both success and conviction, an explanation of how culture, values and behaviours will, or might impinge of the organisation's future strategic/operational management within its local, national and international setting• The candidate displays understanding of how to set about changing some of the practices to bring them more in line with the organisation's changing environment, or at least highlights the limits for change because of strong and maybe immovable cultures• The candidate should broadly refer to aspects of organisational culture, but in particular the presentation should demonstrate a very sound understanding of the importance of culture and its influence on all aspects of management, particularly so when planning organisational changes

Grade	Application of Theory to Practice
MERIT/PASS	<ul style="list-style-type: none">• The candidate must provide reliable evidence that their research and theoretical understanding is relevant to behaviours within the organisation as a whole and also, if appropriate, at sub-group level• A sound attempt should be made to explain how these cultures have arisen• The candidate should provide a plausible explanation of how organisational practice and behaviours relate to cultures and values• The candidate attempts, to explanation how culture, values or behaviours impinge on the future and day-to-day management of the organisation within its local, national and international environment, but there may be some minor gaps in this explanation• The candidate displays some knowledge of how to set about changing some of the organisational practices to bring them more in line with the changing environment• The limits for change because of strong and maybe immovable cultures are mentioned• The candidate may omit some aspects of organisational culture but the assignment should be sufficient to convince an experienced manager of an emerging understanding of organisational management and the challenge of managing organisational change

Grade	Application of Theory to Practice
FAIL	<ul style="list-style-type: none">• The candidate fails to provide reliable evidence of their research and the candidate's findings are not applied in any practical way at either organisation or sub-organisational levels• Only a poor or unconvincing attempt is made to explain how the organisational cultures have arisen• Only a shallow attempt is made to explain how organisational practice and behaviours relate to cultures and values• An ineffective explanation is provided to show how culture, values or behaviours impinge on the day-to-day management of the organisation within its local, national or international environment• The candidate's evidence for change management is such that it indicates a lack of understanding of how to set about changing organisational practices• The limiting nature of strong and maybe immovable cultures in relation to change management are only poorly demonstrated• The candidate omits most aspects of organisational culture as it relates to every day management of change, and the assignment would be insufficient to convince an experienced manager of the candidate's ability in this respect

Designation: - Option Module – **Organisational Behaviour and Change Management** (4261) - Overall Quality of the Report

Grade	Overall Quality of the Report
DISTINCTION	<ul style="list-style-type: none">• The candidate's report includes comprehensive analysis of organisational and where appropriate sub-organisational cultures, values and practice. In doing this it should be expected that an accurate and realistic organagram is included• The report of the candidate's investigation and analysis should include sub-cultures, and an analysis of the strengths of these in relation to current and future strategic and operational management practices• The report should identify organisational strengths/ weaknesses in relation to culture and values and indicate the organisation's capacity to change, should this be required in the changing operational environment• Recommendations should naturally develop from the evidence contained within the bulk of the report and, where appropriate, the candidate should ensure that change recommendations are realistic and costed in terms of finance and time• The report should contain some assessment of the impact on the organisation if the recommendations are implemented, as well as if they are not implemented• All recommendations should be realistic and workable and avoid a utopian view

Designation: - Option Module – **Organisational Behaviour and Change Management** (4261) - Overall Quality of the Report

Grade	Overall Quality of the Report
MERIT/PASS	<ul style="list-style-type: none">• The candidate's report should include reference to organisational and where appropriate sub-organisational culture, values and practice• These should be supported by selective evidence drawn from the 'field' research and analysis• An effective and realistic organagram should be included• The report should include reference to sub-cultures and attempt to indicate varying strengths of these, as well as how they are likely to impact on the day-to-day management within the organisation• The report should refer to organisational strengths and weaknesses as they relate to culture and values and its environment. It should also indicate the organisation's capacity to change operational practices• Findings should derive from the evidence within the report but may be supported by the inclusion of annexes that contain details of the research.• Recommendations should be sound and realistic• The recommendations should be set within a timeframe and possibly financially costed but this aspect of the report may lack detail and depth.

Grade	Overall Quality of the Report
FAIL	<ul style="list-style-type: none"> • The candidate's report does not adequately cover the organisational and sub-organisational cultures, values and practice to suggest any sound understanding of this aspect of the module • Insufficient evidence is presented to indicate that the report is based upon sound and current research/analysis • A poor attempt has been made to include an effective and realistic organagram • No in-depth reference to sub-cultures is made in the report • A description of the different strengths of either organisational or sub-organisational cultures and values is omitted, or, where included, the importance of these in everyday management is not well developed • Poor reference is made to the strengths and weaknesses of the organisation's culture and values. The assignment fails to indicate the organisation's capacity for operational change and practice • Recommendations do not derive from the report and lack realism of what can and cannot be achieved in the light of the various cultures and organisational environment/s

