



**Unit:
Leadership, People, and Change
Assignment**

Winter 2019 - Winter 2022

Marking Scheme

Markers are advised that, unless a task specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks. If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

This marking scheme has been prepared as a **guide only** to markers and there will frequently be many alternative responses which will provide a valid answer.

Each candidate's script must be fully annotated with the marker's comments (where applicable) and the marks allocated for each part of the tasks.

Throughout the marking, please credit any valid alternative point.

Where markers award half marks in any part of a task, they should ensure that the total mark recorded for the task is rounded up to a whole mark.

Marker's comments:

Moderator's comments:

Mark:

Moderated mark:

Final mark:

Penalties applied for academic malpractice:

Task 1.1 – Identify a strategic change that will bring clear benefits based on a critical environmental analysis of your chosen organisation **20 marks**

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Basic assessment of the external drivers of change affecting contemporary organisations.	Limited assessment of the external drivers of change affecting contemporary organisations.	Consistent assessment of the external drivers of change affecting contemporary organisations.	Critical assessment of the external drivers of change affecting contemporary organisations.	Consistently critical understanding of the external drivers of change affecting contemporary organisations.
Basic assessment of the internal drivers of change affecting contemporary organisations	Limited assessment of the internal drivers of change affecting contemporary organisations	Consistent assessment of the internal drivers of change affecting contemporary organisations	Critical assessment of the internal drivers of change affecting contemporary organisations.	Consistently critical understanding of the internal drivers of change affecting contemporary organisations.
Basic analysis of the external environment of chosen organisation leading to identification of basic strategic change	Limited analysis of the external environment of chosen organisation leading to identification of limited strategic change that might bring benefits	Appropriate analysis of the external environment of chosen organisation leading to identification of appropriate strategic change likely to bring benefits	Sound analysis of the external environment of chosen organisation leading to identification of justified strategic change likely to bring clear benefits	Coherent analysis of the external environment of chosen organisation leading to identification of well justified strategic change highly likely to bring clear benefits
Basic analysis of the internal environment of chosen organisation leading to identification of basic strategic change	Limited analysis of the internal environment of chosen organisation leading to identification of limited strategic change that might bring benefits	Appropriate analysis of the internal environment of chosen organisation leading to identification of appropriate strategic change likely to bring benefits	Sound analysis of the internal environment of chosen organisation leading to identification of justified strategic change likely to bring clear benefits	Coherent analysis of the internal environment of chosen organisation leading to identification of well justified strategic change highly likely to bring clear benefits
Indicative content: Introduces the concept of organisational change and types of change (surface to transformational; strategic); the drivers of change. Explanation of the nature of the business environment and use of suitable models (PESTLE, Porter’s 5 Forces, and scenario planning) to support the analysis. Conclusions from environmental analysis. Application of change models and frameworks (Lewin, Kotter etc.)				

Task 1.2 – Devise a strategy to deliver this change based on a critical review of organisational change strategies **25 marks**

0-6 marks	7-9 marks	10-14 marks	15-17 marks	18-25 marks
Basic critical review of a range of organisational change strategies.	Limited critical review of a range of organisational change strategies.	Appropriate critical review of a range of organisational change strategies.	Sound critical review of a range of organisational change strategies.	Coherent critical review of a range of organisational change strategies.
Basic application of highly appropriate methods for devising an organisational change strategy	Limited application of highly appropriate methods for devising an organisational change strategy	Adequate application of highly appropriate methods for devising an organisational change strategy	Sound application of highly appropriate methods for devising an organisational change strategy	Coherent application of highly appropriate methods for devising an organisational change strategy
Presents a basic strategy based on basic understanding of the chosen organisation	Presents a limited strategy based on limited understanding of the chosen organisation	Presents a justified strategy based on consistently critical understanding of the chosen organisation	Presents a justified and appropriate strategy based on critical understanding of the chosen organisation	Presents a well justified and highly appropriate strategy based on consistently critical understanding of the chosen organisation
Indicative Content: Ethical stance, corporate responsibility. Explanation of the stakeholder view; application of governance models and managerial accountability. Strategy analysis of business unit and corporate strategy. Pursuit of strategies through strategic pathways.				

Task 1.3 – • Evaluate how the change might impact organisational culture and recruitment, and how the change can be managed to overcome potential resistance, and mitigate impact on performance **25 marks**

0-6 marks	7-9 marks	10-14 marks	15-17 marks	18-25 marks
Basic critical evaluation of how the change might impact organisational culture and recruitment.	Limited critical evaluation of how the change might impact organisational culture and recruitment.	Adequate critical evaluation of how the change might impact organisational culture and recruitment.	Sound critical evaluation of how the change might impact organisational culture and recruitment.	Coherent critical evaluation of how the change might impact organisational culture and recruitment.
Basic understanding of the nature of organisational strategy and its relationship to organisational culture.	Limited understanding of the nature of organisational strategy and its relationship to organisational culture.	Consistent understanding of the nature of organisational strategy and its relationship to organisational culture.	Critical understanding of the nature of organisational strategy and its relationship to organisational culture.	Consistently critical understanding of the nature of organisational strategy and its relationship to organisational culture.
Basic assessment of the challenges posed by resistance to change for the organisation.	Limited assessment of the challenges posed by resistance to change for the organisation.	Consistent assessment of the challenges posed by resistance to change for the organisation.	Critical assessment of the challenges posed by resistance to change for the organisation.	Consistently critical assessment of the challenges posed by resistance to change for the organisation.
Basic proposal for managing the change to overcome resistance and mitigate impact on performance.	Limited proposal for managing the change to overcome resistance and mitigate impact on performance.	Justified proposal for managing the change to overcome resistance and mitigate impact on performance.	Justified and appropriate proposal for managing the change to overcome resistance and mitigate impact on performance.	Well justified and highly appropriate proposal for managing the change to overcome resistance and mitigate impact on performance.

Indicative Content:

Introduction and critique of strategic models of HRM and the resource-based view/capabilities. Explanation of the relationship between employee engagement, performance and performance management. Introducing strategies to develop employee engagement and factors that support engagement.
 Where does culture come from? The implications of the concepts of readiness and resistance to change.

Task 1.4 – Based on close critical analysis of leadership models and theories, evaluate the leadership capabilities needed to deliver this change and what approaches might support decisions on how to lead this change. 30 marks

0-8 marks	9-11 marks	12-17 marks	18-20 marks	21-30 marks
Basic understanding and analysis of a range of leadership models and theories.	Limited understanding and analysis of a range of leadership models and theories.	Consistent understanding and analysis of a range of leadership models and theories.	Critical understanding and analysis of a range of leadership models and theories.	Consistently critical understanding and analysis of a range of leadership models and theories.
Basic selection of model of basic relevance to the proposed strategic change	Limited selection of model of limited relevance to the proposed strategic change	Adequate selection of model relevant to the proposed strategic change	Justified selection of model relevant to the proposed strategic change	Well justified selection of model highly relevant to the proposed strategic change
Basic evaluation of the capabilities associated with effective leadership.	Limited evaluation of the capabilities associated with effective leadership.	Appropriate evaluation of the capabilities associated with effective leadership.	Sound evaluation of different types of the capabilities associated with effective leadership.	Coherent evaluation of the capabilities associated with effective leadership.
Basic conclusions about the capabilities needed to manage the proposed strategic change.	Limited conclusions about the capabilities needed to manage the proposed strategic change.	Adequate conclusions about the capabilities needed to manage the proposed strategic change.	Appropriate conclusions about the capabilities needed to manage the proposed strategic change.	Highly appropriate conclusions about the capabilities needed to manage the proposed strategic change.
Basic evaluation of a range of analytical approaches to support decisions in leading change.	Limited evaluation of a range of analytical approaches to support decisions in leading change.	Appropriate evaluation of a range of analytical approaches to support decisions in leading change.	Sound evaluation of a range of analytical approaches to support decisions in leading change.	Coherent evaluation of a range of analytical approaches to support decisions in leading change.
Basic approach proposed for leading the proposed strategic change	Limited approach proposed for leading the proposed strategic change	Adequate approach proposed for leading the proposed strategic change	Justified approach proposed for leading the proposed strategic change	Well justified approach proposed for leading the proposed strategic change

Indicative Content: Consideration of the leadership role in shaping organisational vision and values.

Application of theories of leadership; discussion of notions of follower choice; attracting and retaining followers; exploration of contemporary view of skills and competencies for effective leadership application and distinction of leadership capability, competency and skill.

Introduce some of the challenges of leading people through change.

Note to markers

Please take appropriate action for any malpractice (plagiarism, collusion, referencing issues etc.) discovered as per the *AQ_28-a01_Academic Misconduct Policy* document. Please also complete and submit the *Malpractice Declaration Form*.

Learning Outcomes matrix

Part	Learning Outcomes assessed	Marker can differentiate between varying levels of achievement
Task 1	1 - 4	Yes

Grade descriptors

Learning Outcomes	Pass	Merit	Distinction
Critically apply the concept and theories of leadership to organisational settings	Provide a consistent understanding and analysis of complex information, concepts and frameworks in contexts involving interacting factors.	Provide critical understanding and analysis of complex information, concepts and frameworks in contexts involving multiple interacting factors.	Provide consistently critical understanding and analysis of highly complex information, concepts and frameworks in contexts involving multiple interacting factors.
Critically evaluate approaches to leading strategy and shaping culture	Demonstrate adequate ability to critically evaluate actions, methods and results and make appropriate judgements about their implications.	Demonstrate sound ability to critically evaluate actions, methods and results and make appropriate judgements about their short and long-term implications.	Demonstrate comprehensive ability to critically evaluate actions, methods and results and make highly appropriate judgements about their short and long-term implications.
Evaluate the range of policies and practices that give support to leading and managing people	Undertake application of appropriate methodologies to complex problems to offer justified solutions.	Undertake sound application of appropriate methodologies to complex problems and offer justified and appropriate solutions.	Undertake coherent application of appropriate methodologies to complex problems to offer well justified and highly appropriate solutions.
Critically evaluate approaches to leading organisational change	Undertake application of appropriate methodologies to complex problems to offer justified solutions.	Undertake sound application of appropriate methodologies to complex problems and offer justified and appropriate solutions.	Undertake coherent application of appropriate methodologies to complex problems to offer well justified and highly appropriate solutions.