**MARK SHEET –Understanding the management role to improve management performance**

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| **Centre Number :** | |  | | **Centre Name :** | | |  | | | | | | |
| **Learner Registration No :** | |  | | **Learner Name:** | | |  | | | | | | |
| **INSTRUCTIONS FOR ASSESSMENT AND USE OF MARK SHEET**  Assessment must be conducted with reference to the assessment criteria (AC). In order to pass the unit, every AC must be met.  Assessors will normally award marks for every AC and then total them into a percentage. However, for greater simplicity, there is the option to not use marks at all and merely indicate with a ‘Pass’ or ‘Referral’ in the box (below right). In order to pass the unit every AC must receive a ‘Pass’  **Where marks are awarded according to the degree to which the learner’s evidence in the submission meets each AC, every AC must be met, i.e. receive at least half marks (e.g. min 10/20). Any AC awarded less than the minimum produces an automatic referral for the submission (regardless of the overall mark achieved).**  Sufficiency descriptors are provided as guidance. If 20 marks are available for an AC and the evidence in the submission approximates to the ‘pass’ descriptor, that indicates it should attract 10 marks out of 20, if a ‘good pass’ then ca. 15 out of 20. The descriptors are not comprehensive, and cannot be, as there are many ways in which a submission can exceed or fall short of the requirements. | | | | | | | | 1. **Learner named above confirms authenticity of submission.** 2. **ILM uses learners’ submissions – on an anonymous basis – for assessment standardisation.  By submitting, I agree that ILM may use this script on condition that all information which may identify me is removed.**   **However, if you are unwilling to allow ILM use your script, please refuse by ticking the box: □** | | | | | |
| **Learning Outcome / Section 1:** Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals | | | | | | | | | | | | | |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors**  *[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | | | | | | | | | | **Assessor feedback on AC**  *[comments not necessary in every box]* | | |
| AC 1.1   * Describe the goals and objectives of your organisation | **Referral [*3/12*]** | | **Pass [*6/12*]** | | | **Good Pass [*9/12*]** | | | | |  | | |
| * Goals and objectives are not described, or are incorrect or inappropriate, or there is no distinction between ‘goals’ and ‘objectives’, or goals and objectives are merely stated with no context to describe their principal features | | * There is a clear distinction made between ‘goals’ and ‘objectives’ * Correct and appropriate goals are provided that describe future outcomes or direction for the organisation ***and*** specific and measurable objectives are provided that are correct and appropriate, although the relationship between objectives and goal achievement is not explicit and/or only short-term ***or*** long-term objectives are provided, but not both | | | * There is a clear distinction made between ‘goals’ and ‘objectives’ * Correct and appropriate goals are provided that describe future outcomes or direction for the organisation ***and*** correct and appropriate long-term and short-term SMART objectives are provided that make explicit the relationship between objectives and goal achievement | | | | |
| / 12  (min. of 6) | | Pass or Referral |
| AC 1.2   * Evaluate the specific responsibilities of middle managers in enabling your organisation to achieve its goals | **Referral [*4/16*]** | | **Pass [*8/16*]** | | | **Good Pass [*12/16*]** | | | | |  | | |
| * The specific responsibilities of middle managers in enabling your organisation to achieve its goals are not evaluated, or the specific responsibilities of middle managers are evaluated in generic terms with no reference to enabling your organisation to achieve its goals, or the specific responsibilities of middle managers in enabling your organisation to achieve its goals are merely stated or described with no evaluation to provide a conclusion or recommendations | | * The specific responsibilities of middle managers in enabling your organisation to achieve its goals are evaluated to provide a conclusion or recommendations, although the evidence base for the evaluation is subjective or limited | | | * An objective and wide evidence base is used to evaluate the specific responsibilities of middle managers in enabling your organisation to achieve its goals and provide a conclusion or recommendations | | | | |
| / 16  (min. of 8) | | Pass or Referral |
| **Assessment comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | | |
| **Learning Outcome / Section 2:** Understand how communication and interpersonal skills affect managerial performance in the workplace | | | | | | | | | | | | | |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors**  *[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | | | | | | | | | | **Assessor feedback on AC**  *[comments not necessary in every box]* | | |
| AC 2.1   * Evaluate how interpersonal and communication skills affect managerial performance | **Referral [4/16]** | | **Pass [8/16]** | | | **Good Pass [12/16]** | | | | |  | | |
| * How interpersonal and communication skills affect managerial performance in the workplace is not evaluated, or has been evaluated incorrectly or inappropriately, or interpersonal skills ***or*** communication skills have been evaluated, but not both * How interpersonal and communication skills affect managerial performance is merely listed or described with no evaluation to provide a conclusion or recommendations | | * How interpersonal skills ***and*** communication skills affect managerial performance have both been correctly and appropriately evaluated to provide a conclusion or recommendations, although the range of interpersonal skills ***and*** communication skills evaluated is narrow | | | * How a wide range of interpersonal skills ***and*** communication skills affect managerial performance has been correctly and appropriately evaluated to provide a conclusion or recommendations | | | | |
| / 16  (min. of 8) | | Pass or Referral |
| AC 2.2   * Evaluate strategies to overcome barriers to effective managerial communication and interpersonal skills | **Referral [4/16]** | | **Pass [8/16]** | | | **Good Pass [12/16]** | | | | |  | | |
| * No strategies to overcome barriers to effective managerial communication and interpersonal skills have been evaluated, or only one barrier has been evaluated, or strategies are incorrect or inappropriate in relation to the associated barriers * Strategies to overcome barriers to effective managerial communication and interpersonal skills are merely listed or described with no evaluation to provide a conclusion or recommendations | | * Two or more strategies to overcome barriers to effective managerial communication and interpersonal skills have been correctly and appropriately evaluated in relation to the associated barriers, although the strategies and associated barriers are similar | | | * Two or more dissimilar strategies to overcome barriers to effective managerial communication and interpersonal skills have been correctly and appropriately evaluated in relation to the associated dissimilar barriers | | | | |
| / 16  (min. of 8) | | Pass or Referral |
| **Assessment comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | | |
| **Learning Outcome / Section 3:** Be able to assess personal development opportunities to improve own managerial performance | | | | | | | | | | | | | |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors**  *[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | | | | | | | | | | **Assessor feedback on AC**  *[comments not necessary in every box]* | | |
| AC 3.1   * Assess own knowledge, skills and behaviour, and their effect on own managerial performance | **Referral [4/16]** | | **Pass [8/16]** | | | **Good Pass [12/16]** | | | | |  | | |
| * The effect of own knowledge, skills and behaviour on own managerial performance is not assessed, or is assessed incorrectly or inappropriately * The effect of own knowledge ***or*** skills **or** behaviour on own managerial performance is assessed, but not all three * The effect of own knowledge, skills and behaviour on own managerial performance is merely listed or described with no assessment to make a judgement using relevant criteria | | * The effect of own knowledge ***and*** skills ***and*** behaviour on own managerial performance has been correctly and appropriately assessed using relevant criteria, although the evidence base for the assessment is subjective and/or limited | | | * The effect of own knowledge ***and*** skills ***and*** behaviour on own managerial performance has been correctly and appropriately assessed using relevant criteria and a wide and objective evidence base | | | | |
| / 16  (min. of 8) | | Pass or Referral |
| AC 3.2   * Identify areas for personal development to improve own managerial performance | **Referral [2/8]** | | **Pass [4/8]** | | | **Good Pass [6/8]** | | | | |  | | |
| * No areas for personal development to improve own managerial performance have been identified, or only one area has been identified, or areas identified are inappropriate or are not based on an assessment of own knowledge, skills and behaviour | | * An assessment of own knowledge, skills and behaviour has been used correctly and appropriately to identify areas for personal development, although the areas for personal development are not prioritised | | | * An assessment of own knowledge, skills and behaviour has been used correctly and appropriately to identify and prioritise areas for personal development | | | | |
| / 8  (min. of 4) | | Pass or Referral |
| AC 3.3   * Produce a personal development plan to improve own managerial performance | **Referral [4/16]** | | **Pass [8/16]** | | | **Good Pass [12/16]** | | | | |  | | |
| * A personal development plan to improve own managerial performance has not been produced, or the personal development plan is incorrect, incomplete, or inappropriate, or the personal development plan is not based on identified areas for personal development to improve own managerial performance | | * A personal development plan to improve own managerial performance based on identified areas for personal development to improve own managerial performance has been produced, although the personal development plan does not fully address resources requirements and/or is not fully SMART and/or does not identify both long-term and short-term personal development needs | | | * A personal development plan to improve own managerial performance based on identified areas for personal development to improve own managerial performance has been produced that fully addresses resource requirements, is fully SMART, and identifies both long-term and short-term personal development needs | | | | |
| / 16  (min. of 8) | | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | | |
|  | | | | | | | | | **/ 100** | | | **TOTAL MARKS** | |
| **Assessor’s Decision** | | | | | **Quality Assurance Use** | | | | | | | | |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | | **Signature of Assessor:**  **Date of QA Check:** | | | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | | | | | **Signature of QA:**  **Date of QA check:** | | | |