**MARK SHEET –Management Communication**

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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 importance of effective communication in management  |
| **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 1.1Explain the relevance of the communication cycle for effective communication in management | **Referral [ca. 4/*16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * The communication cycle is not addressed, or is incorrect
* The communication cycle is merely described with no explanation as to how it works
* The communication cycle is explained in generic terms with no explanation as to its relevance for effective communication in management specifically
 | * The communication cycle is correctly explained with a clear focus as to its relevance for effective communication in management specifically, although the theoretical model used may be limited
 | * The communication cycle is correctly explained with a detailed theoretical model and clear focus as to its relevance for effective communication in management specifically
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| / 16(min. of 8) | Pass or Referral |
| AC 1.2Explain, with examples, the importance of selecting an appropriate tone, language, and level of formality in management communications | **Referral [ca. 4/*16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * Examples to explain the importance of selecting an appropriate tone, language, and level of formality in management communications have not been used, or the examples are incorrect, or the examples are not focused on management communications specifically
* Examples are provided for tone and/or language and/or level of formality in management communications, but not for all three
 | * Limited but sufficient and appropriate examples are used to explain the importance of selecting an appropriate tone and language and level of formality in management communications specifically
 | * Comprehensive and appropriate examples are used to explain the importance of selecting an appropriate tone and language and level of formality in management communications specifically
 |
| / 16(min. of 8) | Pass or Referral |
| AC 1.3Assess the effectiveness of a range of verbal and written communication methods within your area of the organisation | **Referral [ca. 6/24]** | **Pass [*12/24*]** | **Good Pass [ca. 18/24]** |  |
| * The effectiveness of a range of verbal and written communication methods within your area of the organisation is not addressed, or is assessed in generic terms with no organisational context
* The effectiveness of verbal or written communication methods within your area of the organisation is assessed, but not both
* A range of verbal and written communication methods within your area of the organisation are merely described with no judgements made based on appropriate criteria to assess their effectiveness
 | * The effectiveness of verbal and written communication methods within your area of the organisation are both assessed using appropriate criteria to make judgements, although the evidence base for the judgements may be limited
 | * The effectiveness of verbal and written communication methods within your area of the organisation are both assessed using a wide evidence base and appropriate criteria to make judgements
 |
| / 24(min. of 12) | Pass or Referral |
| **Assessment comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Be able to develop effective communication skills as a reflective manager  |
| **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 2.1Develop appropriate criteria to evaluate own ability to communicate effectively | **Referral [ca. 3/12]** | **Pass [*6/12*]** | **Good Pass [ca. 9/12]** |  |
| * No criteria have been developed to evaluate own ability to communicate effectively, or the criteria are incorrect or inappropriate
 | * Limited but sufficient and appropriate criteria have been developed to evaluate own ability to communicate effectively
 | * Detailed and appropriate criteria have been developed to evaluate own ability to communicate effectively
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| / 12(min. of 6) | Pass or Referral |
| AC 2.2Collect and analyse feedback on own verbal and written communication skills | **Referral [ca. 4/*16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * Feedback has not been collected, or insufficient feedback has been collected, or feedback on own verbal or written communication skills is collected, but not both
* Feedback is merely listed or described with no analysis to discover the meaning or essential features and to draw conclusions
 | * Limited but sufficient feedback has been collected on own verbal and written communication skills, and the feedback has been analysed to discover the meaning or essential features and to draw limited conclusions
 | * Comprehensive feedback from a wide range of sources has been collected on own verbal and written communication skills, and the feedback has been analysed in detail to discover the meaning or essential features and to draw conclusions
 |
| / 16(min. of 8) | Pass or Referral |
| AC 2.3Evaluate own communication skills as a manager, identifying strengths and areas for improvement | **Referral [ca. 4/*16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * Own communication skills as a manager are merely listed or described with no evidence of evaluation to identify strengths and areas for improvement
 | * Own communication skills have been evaluated, using the appropriate criteria developed, to identify limited but sufficient strengths and areas for improvement
 | * Own communication skills have been evaluated and ranked, using the appropriate criteria developed, to identify detailed strengths and areas for improvement
 |
| / 16(min. of 8) | Pass or Referral |
| **Assessment 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:** |