**MARK SHEET – Developing a high-level business case**

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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 and awarded a minimum of a Pass.  Sufficiency descriptors are provided as guidance. 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.  ‘Pass’ and ‘Good Pass’ are distinguished only in order to clarify the standard and enhance feedback given to the learner. However there is no ‘good pass’ outcome and successful completion of the unit will be shown as ‘pass’ on the statement of results | | | | | | | | | 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 strategic context for change to identify the requirement for a high-level business case | | | | | | | | | | | | | |
| **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** | |
| AC 1.1  Establish a business need that takes full account of the drivers for change and the strategic fit to organisational goals and priorities | **Referral** | | | | **Pass** | | | | **Good Pass** | | | **Assessor feedback on AC** | |
| * Business need is not established * Business need makes no reference to academic or practical drivers for change, external and internal sources within context of organisational goals, priorities or strategies | | | | * Business need takes some account of academic and practical drivers for change, drawn from, external and internal sources with reasonable fit to organisational goals, priorities and strategies | | | | * Business need clearly established through in depth use of both academic and practical drivers for change drawn from the organisation showing detailed linkages to the external environment and fit to organisational goals, priorities and strategies | | |  | |
| Good Pass / Pass / Referral | |
| AC 1.2  Propose, and obtain agreement for, the development of a high-level business case that draws on existing knowledge and current practice, uses a robust methodological approach, and takes account of the needs of stakeholders | **Referral** | | | | **Pass** | | | | **Good Pass** | | | **Assessor feedback on AC** | |
| * Little or no evidence of agreement for development of business case * Proposal shows inadequate links to knowledge or sources of current good practice * Proposal methodology incomplete or flawed and/or no links to knowledge or sources of current good practice * Communication plans insufficient to satisfy stakeholders | | | | * Agreement evidenced for development of business case that proposes to use limited but sufficient links to knowledge and current practice, has a robust and is to use a practical methodology that includes plans to communicate with stakeholders at key stages | | | | * Demonstrable agreement obtained * Proposed business case shows a range of clear and detailed links to existing knowledge and current practice, drawn from both external sources and the organisation, * Proposed development uses a robust and unambiguous methodology including plans for on-going communication with stakeholders at key stages including post evaluation | | |  | |
| Good Pass / Pass / Referral | |
| **Section comments** (optional): | | | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 2:** Be able to generate and evaluate viable options and apply decision-making techniques | | | | | | | | | | | | | |
| **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** | |
| AC 2.1  Evaluate viable high-level business case options and associated costs and benefits | **Referral** | | **Pass** | | | | | **Good Pass** | | | |  | |
| * Few or no business case options identified * Options identified but viability is not made clear or insufficient evaluation conducted * Inadequate cost benefit evaluation | | * adequate range of business case options identified and evaluated with each option providing an evaluation of costs and benefits that are quantified and credible | | | | | * Clear and detailed evidence of thorough evaluation of a broad range of options for business case * Business case drawn from both theory and established organisational practice, * Clear and unambiguous evaluation of costs and benefits that are realistically quantified and directly linked to stakeholder and organisational requirements | | | |
| Good Pass / Pass / Referral | |
| AC 2.2  Justify the selection of a best business case option | **Referral** | | **Pass** | | | | | **Good Pass** | | | | **Assessor feedback on AC** | |
| * Little or no justification offered * Justification of selection not grounded in organisational procedures and/or inadequate discussion of external sources of good practice | | * A clear justification for the choice of business case, based on objective argument with some grounding in organisational procedures with limited discussion of externally led data driven sources of good practice | | | | | * A clear and thorough justification of the selected business case option * Justification uses detailed objective argument * Argument is based on detailed knowledge of organisational procedures informed by strong comparison with data driven externally sourced good practice | | | |  | |
| Good Pass / Pass / Referral | |
| **Section comments** (optional): | | | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 3:** Understand how to select and justify the strategies required to manage the high-level business case through to the desired business outcomes | | | | | | | | | | | | | |
| **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** |
| AC 3.1  Design an appropriate change management strategy for implementing the high-level business case that takes full account of diversity, risk and performance measurement and has been informed through active participation in a learning community | **Referral** | | | **Pass** | | | | | **Good Pass** | | | |  |
| * Change management strategy shows no links to change theory * Strategy inappropriate for implementing business case * Little account taken of diversity, risk and measurement of performance, * No evidence of active participation and/or engagement with a learning community | | | * Drawing adequately on change theory, the change management strategy is realistic for implementing the business case and includes limited but effective practical plans for the measurement of performance, diversity and risk with some evidence of having been informed by participation in a learning community | | | | | * The change management strategy explicitly draws on change theory * The strategy is detailed and eminently suitable to implement the business case * The strategy includes explicit consideration of performance measurement, diversity and risk * The strategy has been appropriately and proactively shared and evaluated within a learning community | | | |
| Good Pass / Pass / Referral |
| AC 3.2  Justify choice of media to evidence the impact of the enquiry to satisfy and influence stakeholders and to enhance own personal brand | **Referral** | | | **Pass** | | | | | **Good Pass** | | | | **Assessor feedback on AC** |
| * Little or no justification offered or rationale is not plausible * The choice, structure and/or content of presentation media is inappropriate to evidence the impact of the findings, or to influence stakeholders or enhance personal brand | | | * Limited but sufficient justification of the choice of presentation media to adequately support communication of the impact **and** have some potential to influence stakeholders and enhance personal brand | | | | | * Thorough and persuasive justification of choice, structure and content of media * Media well suited to evidence compellingly the impact and amply influence stakeholders. * Reflects the standards expected in academic or professional publications, significantly enhancing personal brand | | | |  |
| Good Pass / Pass / Referral |
| AC 3.3  Evaluate the impact of the enactment of a significant part of the change management strategy | **Referral** | | | **Pass** | | | | | **Good Pass** | | | | **Assessor feedback on AC** |
| * Insufficient evidence of the impact of the application of the change and its management * No discussion of potential improvements potential improvements | | | * There is limited but sufficient metric-driven evidence of the impact of the application of the change and its management, including some discussion of potential improvements related to the change management | | | | | * Ample, well presented and metric-driven evaluation of impact of the application of the change and its management * Includes detailed evidence of impact on the organisation * Includes thorough plans for improvements related to the change management strategy | | | |  |
| Good Pass / Pass / Referral |
| **Section comments** (optional): | | | | | | | **Verification comments** (optional): | | | | | | |
|  | | | | | | | | | | **FINAL RESULT**  **Good Pass / Pass / Refer** | | | |
| **Assessor Feedback** | | | | | | | | | | | | | |
| **Assessor’s Decision** | | | | | | | **Quality Assurance Use** | | | | | | |
| **Outcome** (*delete as applicable*): **GOOD PASS / PASS / REFERRAL** | | **Signature of Assessor:**  **Date:** | | | | | **Outcome** (*delete as applicable*): **GOOD PASS / PASS / REFERRAL** | | | | **Signature of QA:**  **Date of QA check:** | | |