**MARK SHEET – Understanding organisational culture and ethics**

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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 organisational ethics and culture, in relation to own organisation  |
| **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 1.1Analyse own organisation’s policies and procedures which relate to ethical considerations, across a range of activities | **Referral [*ca. 9/36*]** | **Pass [*18/36*]** | **Good Pass [*ca. 27/36*]** |  |
| * No understanding is demonstrated of what is meant by ‘ethics’, or ‘ethics’ and ‘culture’ are used interchangeably or incorrectly with no understanding demonstrated of the differences between the two or the relationship between them
* Own organisation’s policies and procedures are not addressed, or are inappropriate or incorrect, or own organisation’s policies and procedures are merely listed or described with no analysis of their meanings or their essential features with which to draw conclusions on the organisation’s ethical considerations or ethical stance
 | * Good understanding is demonstrated of what is meant by ‘ethics’ and there is no confusion as to the differences between ‘ethics’ and ‘culture’ and the relationship between them
* The essential meanings and/or essential features of own organisation’s policies and procedures across a range of activities are analysed to draw conclusions as to the organisation’s ethical considerations or ethical stance, although the range of activities may sometimes be limited to consideration of the minimum obligations to stakeholders as specified through regulation and corporate social responsibility
 | * Good understanding is demonstrated of what is meant by ‘ethics’ and there is no confusion as to the differences between ‘ethics’ and ‘culture’ and the relationship between them
* The essential meanings and/or essential features of own organisation’s policies and procedures across a wide range of activities are analysed to draw conclusions as to the organisation’s ethical considerations or ethical stance, including:
* full consideration of internal and external ethical considerations that address the minimum obligations to stakeholders as specified through regulation and corporate social responsibility
* full consideration of internal and external ethical considerations that exceed those minimum obligations to stakeholders and society
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| / 36(min. of 18) | Pass or Referral |
| **Assessment comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Understand how an organisation’s ethics and culture influence leadership style and organisation structure  |
| **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 2.1Explain how ethical considerations and culture influence leadership style and organisation structure | **Referral [*ca. 7/28*]** | **Pass [*14/28*]** | **Good Pass [*ca. 21/28*]** |  |
| * No understanding is demonstrated of what is meant by ‘ethics’ or ‘culture’, or ‘ethics’ and ‘culture’ are used interchangeably or incorrectly with no understanding demonstrated of the differences between the two or the relationship between them
* How ethical considerations and culture influence leadership style or how ethical considerations and culture influence organisation structure is explained, but not both
* How ethical considerations influence leadership style and organisational structure is explained or how culture influences leadership style and organisational structure is explained, but not both
* How ethical considerations and culture influence leadership style and organisation structure is listed or discussed in a generic and subjective manner with no research or use of relevant theory or models to provide explanations, or the research, theory or models are incorrect or inappropriate
 | * Good understanding is demonstrated of what is meant by ‘ethics’ or ‘culture’ and the relationship between them
* Relevant research and relevant theory or models are used correctly to explain how ethical considerations ***and*** culture influence leadership style ***and*** organisation structure, although the research, models, or theory may sometimes be dated, or limited in perspective or in their capacity to provide a convincing explanation
 | * Good understanding is demonstrated of what is meant by ‘ethics’ or ‘culture’ and the relationship between them
* A range of current relevant research and relevant theory or models are used correctly to provide a convincing explanation as to how ethical considerations and culture influence leadership style and organisation structure
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| / 28(min. of 14) | Pass or Referral |
| **Assessment comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 3:** Understand how to leverage ethics and culture to improve organisation 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 3.1Evaluate the most effective leadership styles in the context of own organisation’s ethics and culture | **Referral [*ca. 9/36*]** | **Pass [*18/36*]** | **Good Pass [*ca. 27/36*]** |  |
| * Leadership styles are not addressed, or are inappropriate or incorrect, or the context of own organisation’s culture or ethics is addressed and not both
* Leadership styles are merely listed or described with no evaluation to provide conclusions or recommendations as to their effectiveness in the context of own organisation’s ethics and culture
* The range of leadership styles is too limited or too restrictive to make a meaningful evaluation
 | * A range of appropriate leadership styles are evaluated to provide conclusions or recommendations as to their effectiveness in the context of own organisation’s culture and ethics, although:
* the categories of leadership styles may be limited
* the criteria for the evaluation may not be fully transparent or fully objective
* ranking may not clearly indicate the most effective leadership styles
 | * A range of appropriate leadership styles in different categories are evaluated and ranked using fully transparent and objective criteria to provide conclusions or recommendations as to their effectiveness in the context of own organisation’s culture and ethics
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| / 36(min. of 18) | 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:** |