Principles of analytics

The assessment has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for 3CO02 *Principles of analytics*.

Each of the learning outcomes (LO) and assessment criteria (AC) for the assessment must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

Before you begin the assessment, please access and complete the **topic essentials videos**, **activities**, and the **assessment guide video** available via your virtual learning environment (VLE).

Completing the assessment

- The assessment contains a series of tasks/questions which are clearly referenced to the relevant assessment criteria.
- Refer to the generic grade descriptor grid at the end of the assessment which outlines the requirements.
- Evidence must be provided in the main body of the assessment document. If appendices are included, these will not be marked or moderated; however, they may be reviewed by your assessor.
- The assessment must be completed in a professional manner (eg applying business conventions for writing formal reports) and by using Microsoft Word.
- The assessment must be saved as a Word document (.doc or .docx) and not in a PDF format. Unless another format is requested within the brief, eg PowerPoint.
- Harvard referencing system should be used to ensure the original source(s) of quotations or models used within your assessment can be verified.
- You must sign the Learner Authenticity statement (a photo or scan of your signature is acceptable).

- Your word count allowance is specified against each task. There is a +/-10% allowance on this word count and you must not exceed this. If you exceed the overall word count your work will be returned to you unmarked.
- Please note everything within the main body of your assessment is included within the word count unless otherwise stipulated. This includes any headings or sub-headings used. We will be unable to mark your work if it is unclear where one assessment criteria ends and the next one begins.
- The bibliography or list of references is not included in the total word count.
- You must title your answers using the relevant Assessment Criteria number.
- Expectations are set out in the marking descriptor grid which you will find at the end of this document, you must pass all assessment criteria / learning outcomes to successfully achieve this unit.
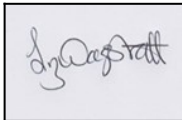
- You must update the version of your assessment which includes the tutor feedback.
- **Please ensure you do not change any of the assessment criteria where you have received a mark of a 2 or above. Only amend sections of your assessment where you have been awarded a mark of a 1 (Refer), taking into account your tutor feedback whilst remaining within the allocated word count**.
- When updating any AC which has received a mark of a 1, please strike through all of the original text using the strikethrough key so the text to be ~~removed~~ appears like this. You will need to rewrite your full answer below the original text using a different colour to the original submission, **so the new text appears like this.** This clearly shows what was in the original submission and what has been added.
- Please do not use track changes as these are not accepted by the Awarding Organisation.
- Before you resubmit your assessment, please ensure you refer back to the Topic Essentials, Assessment briefing webinar or the Assessment guide video, and the learner resource zone, as these will support you with any changes needed to achieve a pass grade.
- Please ensure you have fully addressed all parts of the assessor feedback before you upload your resubmission to the VLE.

You can contact your Support Tutor via the VLE for further assessment guidance if needed or email the team at cipdsupport@mollearn.com, who will be able to respond to any administrative questions.

If you receive a Refer grade for your assessment you will have three weeks to resubmit from the date your feedback is released.
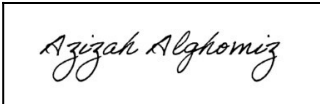
LEARNER INFORMATION

Please write clearly in block capitals.

Centre name and number	**MOL - 531**
Learner CIPD membership number	
Learner surname	
Learner other names	
Unit code and title	3CO02 Principles of analytics
Assessment ID	CIPD_3CO02_23_01
Assessment start date	**To be completed by the centre**
Assessment submission date	**To be completed by the centre**
First Assessment resubmission date for centre marking (if applicable)	**To be completed by the centre**
Second Assessment re-submission date for centre marking (if applicable)	**To be completed by the centre**
Declared word count	**Task 1:** 1507 **Task 2:** 511
Declared learning difficulty	Please stipulate your learning difficulty if applicable.
Assessor name	Liz Wagstaff
Assessor signature	
IQA name (if applicable)	
IQA signature (if applicable)	

Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

Learner name	Azizah Salem Alghomiz		
Learner statement of authenticity	**I can confirm that this assessment is all my own work and, where I have used materials from other sources, they have been properly acknowledged.**		
Standardisation	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.		
Signed	*Azizah Alghomiz*	**Date**	June 02, 2024.

Declaration by the centre

Centre statement of authenticity	On behalf of the centre, I confirm that the above mentioned learner is registered at the centre on a CIPD programme of study. **I confirm that** • **the learner's work was conducted under the conditions laid out by the assessment brief** • **I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner**		
Name	Janet Brown	**Role**	Quality Manager
Signed		**Date**	

» PRINCIPLES OF ANALYTICS

This unit looks at how people professionals make both straightforward and complex choices as they perform their roles. It focuses on how utilising a diverse range of analytics and evidence is essential to the rationalisation and enhancement of working practices and situational decision-making to create value.

» BRIEFING PAPER

The People Practice team has been asked to contribute to the company's annual learning and development event where each department presents an area of good practice. Your manager thinks this will be an excellent opportunity for the department to showcase how evidence-based practice and analytics are used by the people function to inform sound decisions. In readiness for this event, you are required to produce a briefing paper comprising two sections.

» *SECTION ONE*

For section one, the briefing paper needs to

- explain what evidence-based practice is and how it might be applied within an organisation (AC 1.1)

- explain the importance of using data in organisations and why it is necessary to ensure that data is accurate when determining problems and issues (AC 1.2)

- explain the different types of data measurements used by people professionals (AC 1.3)

- explain how the application of agreed policies and procedures informs decisions (AC 1.6)

- explain how people professionals create value for people, organisations and wider stakeholders (AC 2.1)

- summarise the ways in which you can be customer-focused and standards-driven in your own context (AC 2.2)

» *SECTION TWO*

For section two, you are required to provide a practical working example of how the People Practice team examines, interprets and presents the findings of data in different diagrammatical formats.

Table 1 – Leavers' data

(please double click on the icon to open the table)

Leaver data.xlsx

Table 1 above shows the number of employees leaving the organisation over a yearly period. You are required to conduct common calculations to interpret data (AC 1.4) by completing the following:

- Calculate the overall number of leavers and show as a percentage the different reasons for employees leaving

- Work out the average length of service in each team and rank this in ascending order

Present your findings using **two** different diagrammatic forms so it can be easily understood by end users. From analysis of the findings, comment on any issues that might be revealed in the data and recommend potential solutions. (AC 1.5)

Your evidence must consist of

• **briefing paper**
  − Section 1 – 1,500 words +/- 10%
  − Section 2 – 500 words +/- 10%

INSERT YOUR BRIEFING PAPER IN THE SPACE PROVIDED BELOW.

»	*SECTION ONE*

(Please provide your word count at the end of your task.)

AC 1.1

Evidence-based practices help to make better judgments while indicating to implementation best actions which are directly focused on the collected shreds of shreds of evidence linking with the desired impacts of the organization. Within this process, critical thinking is the process of gathering the fundamental ingredients of an evidence-based approach to making decisions. These business practices also diminish the trust of the decision-makers in unreliable sources which includes their individual experiences as well as traditional knowledge. EBP is a process used to review, analyze, and translate the latest scientific evidence. The goal is to quickly incorporate the best available research, along with clinical experience and preference, into clinical practice, so nurses can make informed decisions. It is important to be skilled in critical appraisal so that you can further filter out studies that may seem interesting but are weak. Contrarily, Principle-led decisions of the working individuals are identified as decisions, workplace operations, and behaviors of the individuals that need to be controlled by clarifying the principles as well as beliefs, particularly at the time of significant changes (Cipd.co.uk, 2023). Here the laws and legislation provide different boundaries that can never be sufficient for the individuals while resulting in different unintended outcomes.

Decisions on Hiring Candidates:

Human resource managers should implement evidence-based work practices within the workplace at the time of selecting the candidates for their open positions in the company. This evidence includes extensive research within workplace psychology and various research on different factors that are held in the time of predicting the job performances of the working individuals (Criteriacorp.com, 2023). With the help of this workplace practice, human resource managers need to collect interview scores, performance ratings, as well as previous experiences, which also can be used as evidence for making decisions and choosing the perfect candidate for the organization

Rewards Decisions:

Evidence-based and principle-led work practices also provide a guide to HR managers while building an effective workplace culture that is influenced by employee performance positively. These practices guide the senior managers to identify the workplace issues for which performance gets impacted and solve them effectively.

<mark>AC 1.2</mark>

Importance of data protection within the organization:

Within the different business processes of the organization, data helps to make effective decisions at the time of planning for the future development of the company. it is essential while analyzing the expectations of the consumers which helps to create more value for the organization while targeting at significant segments of the consumers with an accurate option of products and services.

Data and information are the main objectives of every organization which assists the marketing strategies while providing an understanding of the customer expectations from the company. the managers can have a clear concept from different data including customer interactions on different social media platforms and this information should kept protected for planning the future business aspects and competing with the competitors of the organization while providing customers a memorable experience with the company, within the business market (Acciarini et.al. 2023).

Company Data needs to be protected while determining the business problems and issues for the following reasons:

Inaccurate data can be the reason behind various risks faced by the company and the decision-makers can confused by this inappropriate and incomplete information, which leads to the business's huge loss and also influences the company's reputation simultaneously. Contrarily businesses can be more confident and make decisions effectively when they protect the evidence and utilize different accurate and relevant information as the decisions are made by focusing on evidence (majesteye.com,

2023). Additionally, appropriate data can efficiently resolve business conflicts instead of higher portions of signals of making huge losses to the company.

Quantitative Data:

Employee turnover ratio:

The organization's employee turnover rate assists the professionals in evaluating different organizational factors and other concerns from which the working individuals are surviving within the workplace. with the help of monthly employee turnover reports HR professionals can identify the turnover rate while making effective decisions linked with retaining the employees within the workplace for a longer period.

Training and development metrics:

these metrics are another example of quantitative data, which measure the effectiveness of different types of training programs provided to the working individuals from the organization. These metrics provide information while assisting the human resource managers in understanding the Return on Investment, rate of qualified employees, and improved skills (Dehalwar and Sharma, 2024).

Qualitative Data:

Candidate Feedback:

Constructive candidate feedback and utilizing text analysis for identifying the most relevant insights guide the HR managers within the recruitment process at the organization. The feedback from the candidates is qualitative information that can lead the human resource managers to focus on their future requirements procedures solve all of the workplace problems and improve the recruitment process.

Exit Interviews:

these are different kinds of qualitative information, that are gathered from the working individuals who are leaving the company for different reasons such as their personal growth or finding better opportunities for them (Li and Zhang, 2022). People professionals can collect this information to have a

clear vision of the reasons behind the leaving of the candidates which can help to improve the future workplace culture while resolving all the business conflicts simultaneously.

Human-resource Policies:

The HR policies regarding the recruitment and retaining process of employees, are written as a guidance note and provided to the human resource managers from the organization for evaluating the process and dealing with different workplace conflicts of the organization. These rules and regulations include different principles that need to be followed by the human resource managers as well as the employees, that guide to maintain a sustaining process of fairness and consistency within the business (cipd.org, 2023).

Example:

Recruitment Policies:

These policies provide guidance to the human resource managers to implement different business activities at the time of hiring and selecting candidates for the open positions. policies like this also help human resource managers to provide promotions while increasing the skills of the working individuals among different departments.

Procedures:

Procedures evaluate different types of organizational steps that are important for achieving the expected success while reaching the business targets of the organization. these work instructions simplified the processes of establishing the dealings with the guide of business strategies and other methods as well as the work cycles for reaching the expectations of the outcomes (Personio. com,2023). Here the human resource managers should confirm that all of these procedures are outcomes-driven and are followed by the organization.

Example:

Employee Grievance Procedure:

This procedure assists the human resource managers in dealing with different workplace issues of the business among the working individuals and the senior employees. grievance procedure also helps the people professionals while making effective decisions unbiasedly and ensuring the employees also feel comfortable to discuss their problems with their managers. here the HR managers can collect CCTV footage or receive and send emails as per the evidence and make effective decisions based on that evidence.

AC 2.1.

Employee selection & hiring, training & development, performance & reward management, duties & responsibilities, employee & job involvement, and ethics constitute the people professional value chain. They improve the levels of satisfaction and performance in the workplace, and at the same time foster organizational trust. Through the power-interest grid tool, which is a type of stakeholder mapping and analysis, people professionals can find out stakeholder's interests and influence by power/interest matrix. The concept of stakeholder mapping involves the method of recognizing organizations or people who have an interest in a certain decision or project (Xue *et al*., 2020). This ensures effective and efficient flow of communication and engagement hence the aspect of stakeholder management is well addressed. It is accomplished when people professionals demonstrate how work they do adds value to human persons, organizations, and the whole society (Temper *et al*., 2020).

AC 2.2.

In order to be customer focused and standard driven, the practices should be anchored on the CIPD profession map where concepts such as meeting stakeholder need through surveys, feedback, and direct communication apply (Berrington, 2022). Improve customer satisfaction by easier and more effective onboarding for the customers, training and development of the customers, and better customer-oriented HRD services. Develop an attractive value proposition by implementing value driven philosophy with the right blend of HR solutions. Pursue professional standards of practice professionalism and professionalism from evidence-based decision makers while addressing issues of ethics and standards of professionalism in the profession. Update the HR policy on a frequent basis and ensure that it offers a high rating and provide learning resources for the human resource practitioners. It helps the organization meet the needs of the stakeholders and foster success. Thus, human resource management professionals and business leaders need to recognize that the more customer-focused and embedded in industry standards the profession is, the better will be the satisfaction of stakeholders, the improvement of performance, and the contribution of human resources management to the total success of the organisation (Sharma and Rahim, 2021)

(Please provide your word count at the end of your task.)

Employee Leavers Data Analysis

In order to analyse the data of employee leavers, one needs to do the following calculation.

Reason	Number of Leavers	Percentage Calculation	Percentage
Retirement	3	(3 / 54)×100%	5.56%
Ill Health	6	(6 / 54)×100%	11.11%
Resignation - Change of Career	5	(5 / 54)×100%	9.26%
Maternity non returner	2	(2 / 54)×100%	3.70%
Resignation - Promotion	4	(4 / 54)×100%	7.41%
Resignation - Pay / Benefits related	10	(10 / 54)×100%	18.51%

Resignation	6	(6 / 54)×100%	11.11%
Dismissal - Summary	3	(3 / 54)×100%	5.56%
End of Contract	2	(2 / 54)×100%	3.70%
Resignation - Moving from the Area	2	(2 / 54)×100%	3.70%
Resignation - Job not as expected	5	(5 / 54)×100%	9.26%
Resignation - Whilst under Investigation	1	(1 / 54)×100%	1.85%
Redundancy	1	(1 / 54)×100%	1.85%
Resignation - Caring Responsibilities	1	(1 / 54)×100%	1.85%
Failed Probation Period	1	(1 / 54)×100%	1.85%

Percentage of employee leavers is given by the formula= (Total number of leavers/Total number of leavers by reason)× 100%

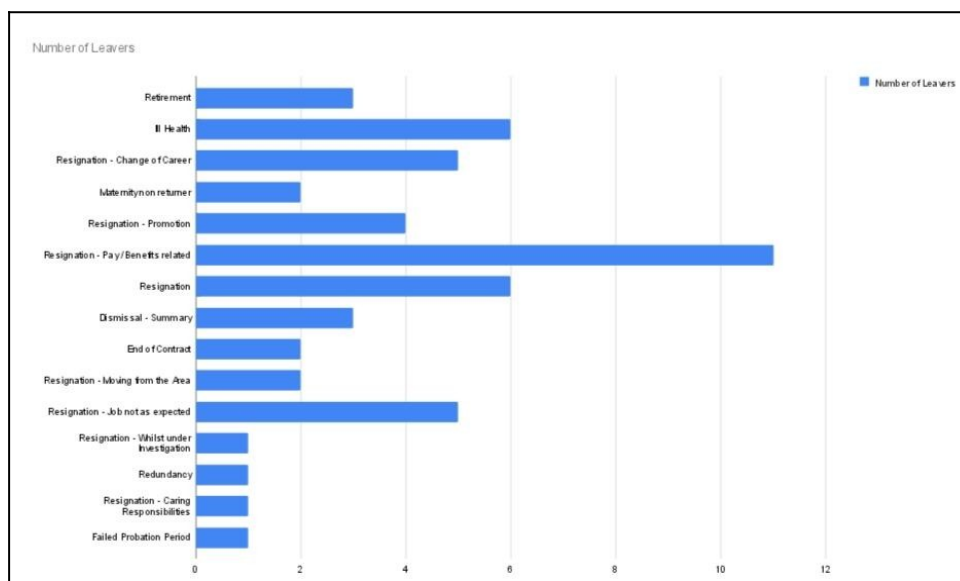**Table: Calculation of employee leavers**

(Source: Self-made)

Figure: Number of leavers

(Source: Self-generated)

Average Length of Service in each Team

In order to get the average length of service for each team, it is required to calculate the total length of service for each team by grouping the employees. Then dividing that overall, by total number of employees in the team.

Team	Total Length of Service in months	Number of Employees	Average Length of Service in months
Business Services	21	2	21/2= 10.5
Community Engagement and Partnership	51	3	51/3= 17
Customer Services	33	4	33/4= 8.25
Finance	16	2	16/2= 8
Governance	15	1	15/1= 15
Green Spaces	70	6	70/6= 11.67
Housing	61	5	61/5= 12.2
Income	18	2	18/2= 9
Lettings	47	4	47/4= 11.75
People Services	2	1	2/1= 2
Property Team	135	13	135/13= 10.38
Regeneration	16	1	16/1= 16
Supported Housing	28	3	28/3= 9.33
Tenancy	28	3	28/3=9.33

Table: Calculation for average length of service
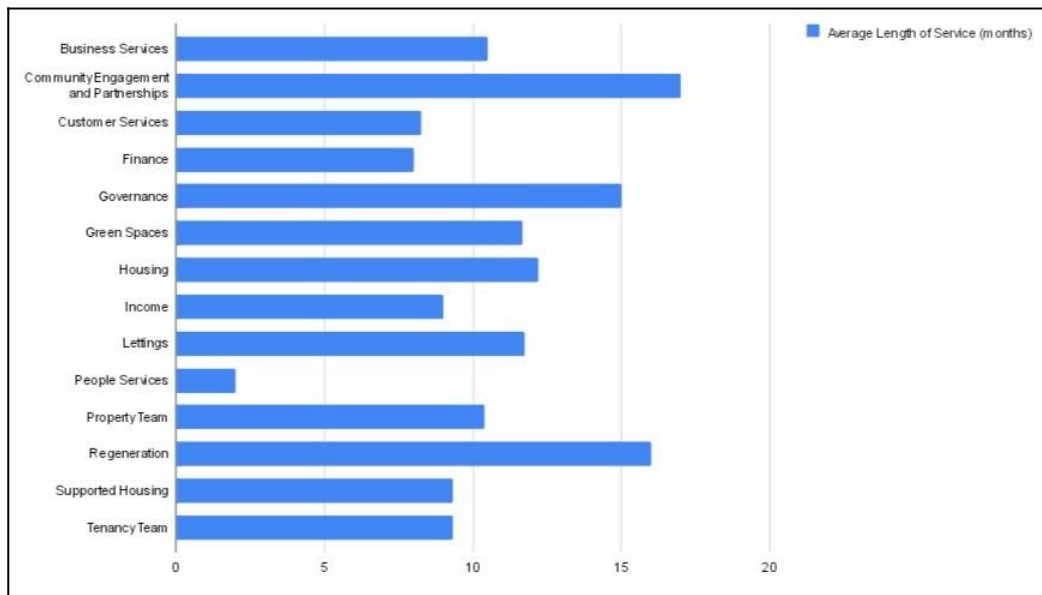
(Source: Self-made)

Figure: Average length of service per team

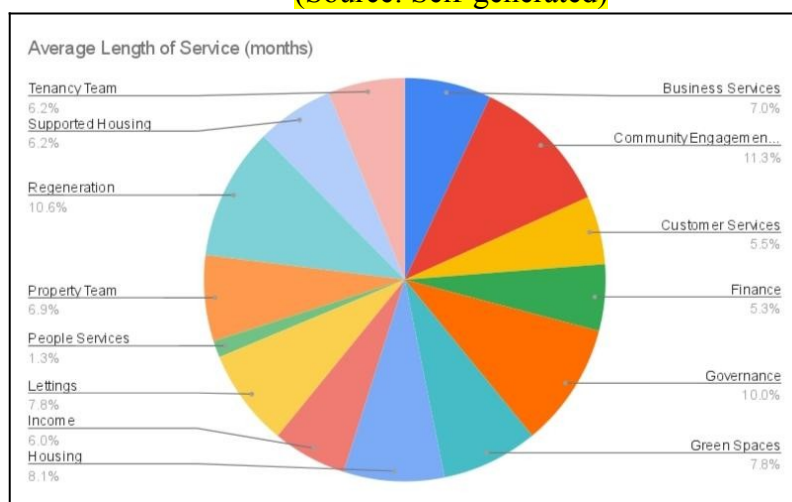(Source: Self-generated)

Figure: Pie chart showing average length of service

(Source: Self-generated)

Analysis

These parameters indicate high resignation levels because of pay/benefits, namely, (18.51%) and career change (9.26%), which could potentially be related to issues with compensation and career advancement. Supported Housing for instance has a mean tenure of 0.77 years, which is evidence of high turnover challenges. At the same time, the company has a very high turnover of experienced employees that work for the Property Team company for more than 0.865 years on average, which poses a threat of knowledge loss. Some possible strategies are compensation benchmarking, upping the investment in career management initiatives, making the evidence based practice more compelling for key occupations, and merciful knowledge management from splitting experts to successors (Zambon, 2024). Solving these problems might enhance the rates of staff retention, as well as promote efficient knowledge management.

Effective staff retention can help to increase the productivity and decrease the cost of hiring new staff and give them training to increase their knowledge and skills.

»	REFERENCE LIST

Use the space below to cite any external sources used in your assessment.

Xue, J., Shen, G.Q., Yang, R.J., Wu, H., Li, X., Lin, X. and Xue, F., 2020. Mapping the knowledge domain of stakeholder perspective studies in construction projects: A bibliometric approach. *International journal of project management*, 38(6), pp.313-326. https://www.sciencedirect.com/science/article/pii/S0263786320300570

Guðlaugsson, B., Fazeli, R., Gunnarsdóttir, I., Davidsdottir, B. and Stefansson, G., 2020. Classification of stakeholders of sustainable energy development in Iceland: Utilizing a power-interest matrix and fuzzy logic theory. *Energy for Sustainable Development*, 57, pp.168-188. https://www.sciencedirect.com/science/article/pii/S0973082620302593

Berrington, C., 2022. The HR occupation: the gendered nature of its legitimacy (Doctoral dissertation, University of Warwick). https://wrap.warwick.ac.uk/174021/

Sharma, B. and Rahim, M.A., 2021. TQM and HRM: an integrated approach to organizational success. *Journal of Comparative International Management*, 24(1), pp.27-41. https://www.erudit.org/en/journals/jcim/2021-v24-n1-jcim06350/1081420ar/

Zambon, M.V., 2024. Corporate Social Responsibility and Employer Branding: strategies for facing the new labor market dynamics. http://dspace.unive.it/handle/10579/26767

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https://iopscience.iop.org/article/10.1088/1748-9326/abc197/meta

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[https://www.criteriacorp.com/blog/evidence-based-hiring-what-is-it],

Acciarini, C., Cappa, F., Boccardelli, P. and Oriani, R., (2023). *How can organizations leverage big data to innovate their business models? A systematic literature review.* Technovation, 123, p.102713.

Dehalwar, K. and Sharma, S.N., (2024). *Exploring the Distinctions between Quantitative and Qualitative Research Methods. Think India Journal*, 27(1), pp.7-15.

Li, Y. and Zhang, S., (2022), *Qualitative data analysis. In Applied research methods in urban and regional planning* (pp. 149-165). Cham: Springer International Publishing.

cipd.org, (2023), *HR Policies facesheet*, [https://www.cipd.org/en/knowledge/factsheets/hr-policiesfactsheet/#one]

personio.com (2023), *HRM Policies and Procedures UK* [https://www.personio.com/hr-lexicon/hrmpolicies-and-procedures-uk/]

majesteye.com, (2023), *Why data is important for your business* [https://www.majesteye.com/why-is-dataimportant-for-your-business/]

» BIBLIOGRAPHY

Use the space below to include any sources referred to but not directly cited (eg books, articles, websites) within your assessment.

Centre name	MOL - 531	Centre Number	531
Learner name	89408089		
Membership number	Azizah Salem Alghomiz		

» ASSESSMENT MARKSHEET

LO1 Understand how evidence-based practice informs organisational measures and outcomes.

LO2 Know how creating value benefits employees, customers and wider stakeholders.

Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)	Mark (1-4)
TASK: Briefing paper – Section one	
1.1 Explain what evidence-based practice is and how it is applied within an organisation.	
This is a very long answer that's used many extra words from your word count. You could reduce your explanation of what evidence based practise is and give more depth to your examples of hiring candidates and making decisions on reward. We really must stay to the word count suggestion for each answer that has equal marks available.	2

1.2	Explain the importance of using data in organisations.	
	You have explained the importance of using accurate data. Well done for covering GDPR. This answer would be improved if you'd looked at the impact that data has on organisational culture, performance and perception.	3

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1.3	Explain different types of data measurements that people professionals use.	
	You have covered in a good amount of detail the different types of data measurement looking at quantitative and qualitative with two good examples of each. Well done for using referencing to support your commentary. You could also consider data on resourcing, performance and reward, dismissals, competencies, employee voice, wellbeing, change agendas, and policies and practices.	3
1.6	Explain how the application of agreed policies and procedures informs decisions.	
	Well done for presenting your work so well making it easy to read and understand. You've looked at policies and procedures and given clear examples of each. This would be improved if they were actual workplace examples. You could also look to absence management or the 4 sources of evidence.	3
2.1	Explain how people professionals create value for people, organisations and wider stakeholders.	
	This is just a brief explanation of stakeholder mapping matrix. You must identify how people professionals create value for people and wider audience. Please review the indicative content for advice. **For the re submission** **Please rewrite this answer in short you are identifying how people professionals create value in short you review the indicative content for assistance.** Indicative content The role that people professionals play in value creation in the organisational setting across people and business	1

	practices such as selection and hiring of new employees, onboarding, developing employees, performance and reward, job autonomy, engagement and employee relation practices, whilst ensuring ethical principles are maintained.	

2.2	Summarise ways in which you can be customer-focused, and standards-driven in your own context.	
	You haven't answered this correctly. **For the re submission** **Please rewrite this answer looking at customer focus and standards driven in your own organisation. Please review the indicative content below.** Indicative content Importance of achieving and maintaining a strong customer-focused ethos, approaches used to preserve and grow the customer base through high customer satisfaction and a value-driven philosophy. Applying and maintaining customer service standards.	1

TASK: Briefing paper – Section two

1.4	Conduct common calculations to interpret organisational data.	
	The below calculations are is incorrect. Resignation - Pay / Benefits related 11 (11 / 54)×100% 20.37% Where is the tenancy team in 'Average Length of Service in each Team'. The property team is incorrect.	1

	For the re submission **Please make the recalculations to your data.**	
1.5	Present findings in different formats to enable informed decision-making.	
	Please rewrite your analysis if there's anything different resulting in recalculations.	1
	For the re submission **Please review your analysis after you have corrected 1.4.**	

Total marks for unit (*your grade is provisional until moderated and confirmed by the CIPD*)	15	**Grade**	REFER
Total marks for first resubmission (*your grade is provisional until moderated and confirmed by the CIPD*)		**Grade**	
Total marks for second resubmission (*your grade is provisional until moderated and confirmed by the CIPD*)		**Grade**	

ASSESSOR FEEDBACK SUMMARY

MOL LEARN DEVELOP EXCEL

Overall Summary

Hi Azizah

Thank you for this assignment that has clearly demonstrated your understanding and research into these subjects. There are 4 you need to review and resubmit on.

Areas of Strength

Good use of English language and grammar

Good writing style thats easy to read and maintains interest. Good

presentation

Areas for Development

Please review 1.4 1.5 2.1 2.2 and resubmit on the original template with the old answer crossed through and the new answer in a different colour.
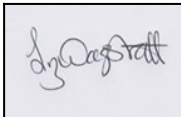
Do not change any answer that is marked as 2 or above as these can not be reassessed.

You must follow the command verb. Command word activity is on the VLE Referencing

range could be used.

Please review the learner resource zone on the VLE for advice.

Developmental feedback is included above.

»	MARKING GUIDELINES

Assessor signature	
Date	June 24

You will receive a **Low Pass/Pass/High Pass** or **Refer/Fail** result at unit level. Assessors will provide a mark from 1 to 4 for each of the assessment criteria in the unit. The marking descriptor grid is provided here as guidance. This will provide you with feedback that is developmental. **To pass the unit assessment you must achieve a 2 (Low Pass) or above for each of the learning outcomes/assessment criteria.**

Mark	Range	Descriptor
1	Refer/Fail	Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC. Insufficient examples included, where required, to support answers. Presentation and structure of assignment are not appropriate and do not meet the assessment brief.
2	Low Pass	Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way.
3	Pass	Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC. Includes confident use of examples, where required, to support each answer. Presentation and structure of assignment are appropriate for the assessment brief. Answers are clear and well expressed.
4	High Pass	Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate). Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise and well-argued, and directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer.

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The overall mark achieved will dictate the grade you receive for the unit, provided **NONE** of the assessment criteria have been referred.

Overall mark	Unit result
0 to 15	Refer
16 to 20	Low Pass
21 to 25	Pass
26 to 32	High Pass