

BA (Hons) Hospitality & Hotel Management

Module Handbook - Semester One 2026

Module Title: Organisational Consultancy

Module Code: BMIH6013

Level 6

Module Lead:

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Organisational Consultancy – Semester One 2026

Welcome to this generic overview handbook for Organisational Consultancy-Semester One 2026. To get the best out of this module, it is vital that you engage with the themes explored and this module handbook should be read in conjunction with supplementary information and materials available on Moodle and instructions delivered by your module tutor.

AIM(S)

- To combine the processes of consultancy and project management with the effective management of change and encourage students to develop a reflective, active, positive approach.

INDICATIVE CONTENT

- The roles of internal and external consultant within an organisation. How a consultants intervention can favourably impact upon sustaining success within an organisation;
- Change management theories that serve as frameworks for implementing and sustaining change within organisations;
- Consultancy as a specialism and the potentially positive contribution that such intervention can make to aid an organisations ability to achieve and sustain competitive advantage through effectively managing change and embrace innovation;
- Identifying projects by studying the significant external or internal influences that impact upon an organisations ability to serve and bring about change and innovation;
- Progressing consultancy projects from initial idea to the presentation of persuasive, pertinent and actionable reports;
- Literature and research reviews relevant to projects through the study of a wide range of resources, including wherever possible, in-company information that serves to increase the credibility of projects;
- Relative merits of a range of research methods and their relevance to different projects; data collection and handling, reasoning the strengths and weaknesses of each and the circumstances in which they might be used, including ethical considerations;
- Presenting results clearly and professionally in conventional report format; drawing realistic and meaningful conclusions from data collected; recommendations including costed and timed implementation plans;
- Paths to self-improvement in consultancy and project management through reflective review.

Study Time Allocation

- ☐ The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

- ☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Consultancy report	4000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMIH6013	
Module Title	Organisational Consultancy	
Classification	Reading List entry	Electronic*
Essential	Ford, R.C. and Sturman, M.C. (2025) Managing hospitality organizations : achieving excellence in the guest experience. Third edition / Robert C. Ford, Michael C. Sturman. Thousand Oaks: Sage.	☐
Essential	Poole, M.S. and Van de Ven, A. (2021) <i>The Oxford Handbook of Organizational Change and Innovation</i> . Second edition. Oxford: Oxford University Press, Incorporated.	☒
Essential	Buttrick, R. (2009) <i>The project workout : the ultimate handbook of project and programme management</i> . 4th ed. Harlow: Financial Times Prentice Hall.	☒
Essential	Burnes, B. (2014) 4th Edition, Managing Change, Great Britain, Prentice Hall.	☒
Essential	Noordzife, G. (2014) Project Management of Hotel Opening Processes: Exploring Better Ways to Manage New Hotel Openings, CreateSpace	☐
Essential	Wavei, E. B., Lo, A., & Gedecho, E. K. (2025). Understanding Frontline Employees' Knowledge Management in Key Aspects of Customer Relationship Management: Insights from Contemporary Hotels. <i>International Journal of Hospitality & Tourism Administration</i> , 1-29.	☒
Essential	Whittington, R. et al (2020) Exploring Strategy. Harlow: Pearson Education Limited.	☒
Essential	Fonseca, A., Andrews, N. and Amatulli, G. (2024). <i>The Routledge Handbook on Meaningful Stakeholder Engagement</i> . 1st ed. Oxford: Taylor & Francis Group	☒
Essential	Freudenreich, B., Lüdeke-Freund, F. and Schaltegger, S. (2020). A Stakeholder Theory Perspective on Business Models: Value Creation for Sustainability. <i>Journal of business ethics</i> , 166(1), pp. 3–18.	☒
Further	Mavridopoulou, & O'Mahoney, J. (2020). Elitism in Strategy Consulting: How Institutional Prestige Influences Recruitment. <i>Management Consulting Journal</i> , 3(1), 12–22.	☒
Further	O'Mahoney, J. (2021). How Small Consultancies Grow: Challenging Problem-Based Theorising. <i>Management Consulting Journal</i> , 4(1), 5–20	☒
Further	Kipping, & Clark, T. (2012). <i>The Oxford handbook of management consulting</i> . Oxford University Press	☒
Further	Kotter, J (2012). Leading change. Harvard Business Review Press.	☒
Futher	Subramaniam, Collier, P., Phang, M., & Burke, G. (2011). The effects of perceived business uncertainty, external consultants and risk management on organisational outcomes. <i>Journal of Accounting & Organizational Change</i> , 7(2), 132–157.	☒

Module Code	BMIH6013	
Module Title	Organisational Consultancy	
Classification	Reading List entry	Electronic*
Further	Newton, R (2010). The management consultant : mastering the art of consultancy. Financial Times.	☒
Further	Baron, A. and Armstrong, M. (2007) <u>Human Capital Management</u> . London: Kogan Page.	☐
Further	Brierley, E. (2006) <u>Talent on tap: getting the best from freelancers, interims and consultants</u> . London: Chartered Institute of Personnel and Development.	☐
Further	Fisman, R. & Sullivan, T. (2014) <u>The Org: How the Office Really Works, Murray, London</u>	☐
Further	Johnson, M. (2005) <u>The Independent Consultant's Survival Guide</u> , London, Chartered Institute of Personnel and Development.	☐
Further	Whittington, R. and Molloy E. (2005) <u>HR's role in organisation: shaping change</u> . Research report. London: Chartered Institute of Personnel and Development.	☒
Journal	<i>British Journal of Management</i>	☒
Journal	<i>Coaching at Work</i>	☒
Journal	<i>Harvard Business Review</i>	☒
Journal	<i>HRM Review</i>	☒
Journal	<i>Human Resource Management Journal</i>	☒
Journal	<i>International Journal of Employment Studies</i>	☒
Journal	<i>Management Today</i>	☒
Journal	<i>People and Strategy: Journal of the HR Planning Society</i>	☒
Journal	<i>People Management Magazine:</i> http://www.peoplemanagement.co.uk/pm/	☒
Journal	<i>Public Personnel Management</i>	☒
Journal	<i>Strategic HR Review</i>	☒
Journal	<i>Work, Employment and Society</i>	☒
Website	http://apollo.smu.ac.uk/library/	☒
Website	https://www.prospects.ac.uk/job-profiles/management-consultant	☒
Website	www.acas.org.uk	☒
Website	www.cbi.org.uk	☒
Website	www.cipd.co.uk	☒
Website	www.employment-studies.co.uk	☒
Website	www.hrmguide.co.uk	☒
Website	https://www.ons.gov.uk/	☒
Website	http://www.audit.wales/	☒

Teaching Schedule Semester One 2026

Week	Time	Lecture content – main themes to be covered	Supporting material	Assessment	Assessment submission date
Week 1 W/C 28/09/26	9AM -1PM	Introduction to the module and the concept of organisational consultancy Assignment brief	Presentation Module Handout		
Week 2 W/C 05/10/26	9AM -1PM	Importance of Consultancy for hotel management Ethical considerations in organisational consultancy	Presentation Group Discussion		
Week 3 W/C 12/10/26	9AM -1PM	Diagnosing organisational issues: -Methods for identifying organisational problems -Data collection and analysis in consultancy	Presentation Videos Group Discussion Group Activities		
Week 4 W/C 19/10/26	9AM -1PM	-Theories of organisational change -Managing resistance to change in hospitality -Change management plan development	Presentation Group Discussion Group Activities		
READING WEEK - NO CLASSES					
Week 5 W/C 02/11/26	9AM -1PM	Stakeholders Stakeholder theory	Presentation Group Discussion Individual Activity		
Week 6 W/C 09/11/26	9AM -1PM	Communication and Stakeholder Engagement: -Effective communication strategies for Consultants -Engaging with stakeholders in hospitality Consultancy	Presentation Videos Group Discussion Group Activities		
Week 7 W/C 16/11/26	9AM -1PM	Strategic planning and implementation: -Developing a strategic plan for hospitality organisations -Implementing change strategies in hotels	Presentation Group Discussion Group Activities		
Week 8 W/C 23/11/26	9AM -1PM	Performance measurement and evaluation: -Key Performance Indicators (KPIs) in hospitality -Monitoring and evaluating Organisational Performance	Presentation Group Discussion Group Activities Practical exercise		
Week 9 W/C 30/11/26	9AM -1PM	Strategy and strategic management	Presentation Group Activities		
Week 10 W/C 07/12/26	9AM -1PM	Problem-solving and Decision-making: -Problem-solving techniques for hospitality Consultants -Ethical decision-making in Consultancy	Presentation Group Discussion Group Activities		
CHRISTMAS BREAK – NO CLASSES					
Week 11 W/C 11/01/27	9AM -1PM	Assignment workshop	One to one student appointments	Assignment Business Report	Thursday, 14th January 2027
Week 12 W/C 18/01/27	9AM -1PM	Module Feedback and Evaluation			

LEVEL 6 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	BA(Hons) International Hotel Management		
Module:	Organisational Consultancy		
Module code:	BMIH6013	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Daniel Payne	Internal Verifier:	Dr Ernest Balutie Wavei
Assessment Title:	Consultancy Report: Chain-affiliated Hotel	Word count (or equivalent):	4000
Submission deadline:	<i>Draft deadline: Thursday 7th January 2027 (23:59pm)</i> Final submission: Thursday 14th January 2027 (23:59pm)	Return date of provisional marks & written feedback:	Thursday 11th February 2027 (23:59pm)
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark: Work which is submitted up to 1 week late will be capped at 40% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Work over the word limit:	To support fairness and good academic writing, each assessment has a set word limit. It's important that you stay within this limit. The word limit helps ensure: - You write clearly and concisely. - All students complete the assessment on an equal basis. If You Go Over the Word Limit If your work exceeds the word limit, the following penalties will normally apply. These deductions cannot take your mark below the pass mark for the module. <table border="1"> <thead> <tr> <th>Amount Over Limit</th><th>Penalty Applied</th></tr> </thead> <tbody> <tr> <td>Up to 10% over</td><td>No penalty</td></tr> <tr> <td>10%–25% over</td><td>5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)</td></tr> <tr> <td>26%–50% over</td><td>10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)</td></tr> <tr> <td>Over 50%</td><td>Mark capped at the pass mark</td></tr> </tbody> </table> Examples (Undergraduate): - A mark of 44% would be reduced to the pass mark of 40% if the work is 10–25% over. - A mark of 49% would be reduced by 5 marks to 44%. - A mark of 47% at 25–50% over would be reduced to 40%. - A mark of 55% at 25–50% over would be reduced by 10 marks to 45%. If You Are Under the Word Limit If your work is significantly under the word limit, you may lose marks because your submission may not contain enough detail to meet the learning outcomes. Feedback If a word-limit penalty is applied, this will be stated clearly in your feedback, along with the reason.	Amount Over Limit	Penalty Applied	Up to 10% over	No penalty	10%–25% over	5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)	26%–50% over	10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)	Over 50%	Mark capped at the pass mark
Amount Over Limit	Penalty Applied										
Up to 10% over	No penalty										
10%–25% over	5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)										
26%–50% over	10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)										
Over 50%	Mark capped at the pass mark										

Module Learning Outcomes (from module syllabus)
Upon the successful completion of this module, the student should be able to: - identify with the role of a management consultant and initiate and carry out a project that is of strategic relevance to an organisation; - undertake a systematic analysis of data and produce a report that critically evaluates arguments and assumptions, draws realistic and appropriate conclusions and makes sound and informed judgements to achieve a solution(s).

TASK DESCRIPTION

Assessment – Due Thursday 14th January 2027, 23:59pm
Written Business Report – 4000 words (+/- 10%)

Case Study – Organisational Consultancy in the Hotel Sector

Background:

The hotel sector is dynamic, highly competitive, and demands deliberate, evidence-based strategic decision-making. In alignment with its corporate social responsibility commitments, your consultancy firm has recently undertaken a pro bono initiative to advise several hotels in the United Kingdom.

Acting as a consultant, you are required to conduct a critical analysis of a chain-affiliated hotel that you have either:

- Personally visited,
- Visited as part of a class trip, or
- Thoroughly researched (this hotel should be confirmed in advance by your lecturer).

Task:

Based on your chosen hotel, you are required to develop a 4,000 word report analysing the hotel performance and make recommendations.

Your analysis should cover the following aspects:

- **Overview of the Hotel:** Provide a concise overview of the chosen hotel and the organisational characteristics relevant to the identified problem, such as its strategy, products and services, workforce, customer base and business culture.
- **Problem analysis:** Key operational problems or service gaps requiring attention.
- **Recommendation and Change Management:** Recommend practical strategies for improvement, explaining what could be enhanced and how these changes might be implemented.
- **Action Plan.**

Additional Guidance:

- Include a brief background section about your chosen hotel, focusing on one specific property within an international brand rather than the brand as a whole, outlining its location, unique selling points and operational problem or service gap.
- Your analysis should demonstrate a clear understanding of the organisation's strategic context, evaluate key operational and managerial factors, and provide evidence-based insights that can inform future decision-making.
- Ensure your report clearly links theory and practice by incorporating relevant concepts discussed in class and insights gained through independent research.
- Focus on analysing the hotel rather than providing a purely descriptive overview. Compare your chosen hotel's approach with other chain affiliated hotels and industry best practices where possible.

- Ensure that your recommendations are realistic, practical, and applicable to hotels across different market segments.

What is a consulting report?

A consulting report is usually prepared by an expert for a client or company that doesn't have the time or knowledge to do the necessary research and write up a report internally.

The following layout is required for your report:

1. Title Page:

Name of report – The name of the hotel you are consulting on.

Your name and your student number

Lecturer name

Name of your company –

You are required to provide a name for your company, this must be clearly stated on the cover page. It must be an original company name that you have thought of. Your cover page must stand out – please include pictures/logo that best represent your company. You can be creative and imaginative. The front cover must stand out to the hotel, as companies often approach more than one consultancy firm, you want them to choose you!

2. Executive Summary (300 words)

An executive summary is a short description of the contents of a report. It gives the reader an opportunity to understand what the report is about, the key findings and contents, without reading the whole report. This is especially significant in a consultancy report, as the company you have provided the report for, may only read the executive summary when deciding which consultancy firm to use. The executive summary should have an overview of the entire report, including key data, findings and recommendations. This is not an introduction; it is an overview of the entire report. This should be written after the report has been completed.

3. Table of Contents or Content List (excluded from word count)

Complete this section *after* you finish the rest of your report. List each section of the report and the page number it is on.

4. Introduction (450 words)

The Introduction should introduce the reader to the report – the issue(s) that will be discussed, and why are they problematic for the hotel. The introduction should include a brief background of the hotel, age, location, room size etc. The introduction should also include a brief background about the consultancy firm (your consultancy firm). The reader should also be acquainted with the theories and frameworks that will be included to analyse the problem/issue(s) (**SWOT, TOWS etc.**).

5. Analysis (1400 words)

In this section you will describe the issue(s) identified in the hotel. How is the issue(s) impacting the hotel? What are the causes? Is feedback an issue? Reputation? Revenue? Scope? Identify the issue(s), analyse and discuss in detail – this can be supported by the use of data and statistics, all of the information should be up to date. Think about the sources used – don't rely solely on the hotel website, as biased information may be present. Use a variety of sources and material for reference.

When conducting analysis for a consultancy report, it is vital that you also include any areas where the hotel is performing positively – what is the hotel doing well? A SWOT analysis should be included to provide an overview of the hotel, the strengths, and the areas for consideration. This can be presented in a table.

After the SWOT analysis has been completed, a TOWS analysis should then be included, to highlight possible future directions for the hotel. It is essential that a consultancy report is able to strategically convert problems into solutions and strategy going forward – *that is why you have been hired!* The TOWS analysis can be presented in a table.

Where relevant, you may consider external environmental factors affecting the identified problem.

6. Recommendations and Change Management (1300 words)

Following the analysis, you should have a comprehensive understanding of the issue(s) the hotel is experiencing, including its causes, scope, scale and impact.

The report should identify **2-3 key recommendations** for the hotel in response to the identified issues.

Recommendations should be discussed in detail, including how the suggested measures could be implemented.

Appropriate change management practices should be considered. You should demonstrate how a relevant change management approach or framework could support the implementation of the proposed recommendations and contribute towards a successful transition.

For example, the recommendations may include a change to staff working hours, uniforms or duties – how will the staff respond, what change management strategies can be implemented to ease the situation and contribute toward a seamless transition?

The report should explain how the impact and success of the proposed recommendations will be reviewed and measured. Appropriate measures or indicators of success should therefore be identified.

The report should also include the potential benefits to be experienced by the hotel, as a result of implementing the recommended strategies.

Any costs associated with the recommendations should be included. Costs should be realistic and appropriate to the size, resources and operational context of the hotel.

7. Action Plan (300 words)

The report should include an action plan for the client. This should provide a concise breakdown of the identified problem, proposed solution/action, desired outcome, timescale and estimated cost. This is important for the client when it comes to planning and implementing the suggested solutions and strategies. This should be presented in a table.

The action plan should summarise the recommendations already discussed in the report; no new recommendations should be introduced at this stage.

**Below is an example of an action plan presented in a table*

Number	Problem	Solution	Desired outcome	Time scale	Completion Date	Planned Budget
1	Poor external signage & brand image	To agree a revised logo whilst maintaining current colour scheme and font, considering the possible loss of some brand loyalty but balancing this with clear recognisable signage and image.	Feedback about outdated image will be improved upon and reassure existing customers that their views have been considered and increasing customer conversion rate.	3 months	16/12/2023	£20,000 (single site)

8. Conclusion (250 words)

A conclusion should be included that briefly highlights the key findings and recommendations presented in the report. No new information is to be introduced at this stage.

As this is a consultancy report, the conclusion may also include a brief professional acknowledgement thanking the hotel/company for the opportunity to collaborate on the particular project.

Reference List - a minimum of 40 References

The reference list should only include works cited in the report. A variety of sources including academic/peer-reviewed journals and books should be included, in addition to appropriate websites and other sources. Please ensure Harvard style referencing is used throughout the report and the reference list.

Other Requirements:

- Use Microsoft Word with Arial, Calibri, or Times New Roman font, size 12, 1.5 line spacing, and justified text.
- In-text citations must be used throughout the report.

Use of Generative AI in Assessment

RESEARCH	For this assessment, you can use Generative AI to support you in research and data analysis.	Yes ☒ No ☐
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☒ No ☐
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including getting suggestions to rephrase your work.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	☐

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

NOTE: The guidance offered below is linked to the five generic assessment criteria overleaf.

1. Engagement with Literature Skills/15

Your work must be informed and supported by scholarly material that is *relevant* to and *focused* on the task(s) set; you should make use of scholarly reviews and primary sources, where appropriate (for example, refereed research articles and/or original materials appropriate to the discipline). You should provide evidence that you have accessed a wide *range* of sources, which may be academic, governmental and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the *credibility* of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, **mostly published within the last five years or so, though seminal/important works in the field may be older.** You must provide evidence of your research/own reading throughout your work, using a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.

Guidance specific to this assessment:

This consultancy report needs to be supported by referenced material and your use of the information available to you will be assessed. For this length of report, you need to include a minimum of 40 reference sources. These must also be in-text inserted as citations using the Harvard referencing method.

2. Knowledge and Understanding Skills/25

At level 6, you should be able to demonstrate coherent and detailed knowledge and a systematic understanding of the subject area, at least some of which is informed by the latest research and/or advanced scholarship within the discipline. You should be aware of the uncertainty, ambiguity and limits of knowledge. Your work must demonstrate the growing extent of your knowledge and systematic understanding of concepts and underlying principles associated with the subject area. *Knowledge* relates to the facts, information and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. meaningfully to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding; ideally each should be complete and detailed, with comprehensive coverage.

Guidance specific to this assessment:

*This consultancy report gives you the opportunity to investigate fully the operation of a chosen hotel. **Your hotel of choice must be part of an international brand, but must be an individual site location.** You will also be able to demonstrate your critical thinking by analysing and prioritising matters to be improved upon or making note of the positive aspects of the operation. You need to demonstrate this within your investigative phase of your work and then present this in such a way that it is clear to the reader. Here you will be able to show your skills within the use of tools as **SWOT, TOWS and if appropriate STEEPLED.***

3. Cognitive and Intellectual Skills/20

You should be able to: critically evaluate evidence, arguments, assumptions, abstract concepts and data some of which are at the forefront of a discipline (and that may be incomplete) to devise and sustain arguments, to make judgements and/or solve problems; describe and comment upon particular aspects of current research, or equivalent advanced scholarship, in the discipline. Your work must contain evidence of logical, analytical thinking, evaluation and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? At all times, you must provide justification for your arguments and judgements. Evidence that you have reflected upon the ideas of others within the subject area is crucial to you providing a reasoned and informed debate within your work.

Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts. Sound, valid conclusions are necessary and must be derived from the content of your work. Where relevant, alternative solutions and recommendations may be proposed.

Guidance specific to this assessment:

Within the main body of your work, you will be able to discuss the operation of the hotel. This will be further written about within your analysis and recommendations, this shows your skill of understanding the problem you are faced with as a consultant, and how to remedy a problem. You will also be able to justify your recommendations by prioritising and placing an approximated value onto the individual areas.

4. Practical Skills/25

At level 6, you should be able to apply the methods and techniques that you have learned to review, consolidate, extend and apply your knowledge and understanding, and to initiate and carry out projects. You will deploy accurately established techniques of analysis and enquiry relevant to the discipline, and apply them in complex and unpredictable contexts, to devise and sustain arguments and/or to solve problems. You should be able to frame appropriate questions to achieve a solution - or identify a range of solutions. You should be able to demonstrate how the subject-related concepts and ideas relate to real world situations and/or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context or circumstances, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts, some of which may be innovative and creative. This is likely to involve, for instance, the use of real world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others based on stated criteria. You should show awareness of the limitations of concepts and theories when applied in particular contexts.

Guidance specific to this assessment:

When writing this report consider how you would as a manager use this information, how could it improve your operation, and increase reputation and often revenue. Has this report considered competitors? Has there been any benchmarking considered? All of these are important if this submission is to relate to the professional environment.

5. Transferable Skills for Life and Professional Practice/15

Your work must provide evidence of the qualities and transferable skills necessary for graduate-level employment requiring the exercise of initiative and personal responsibility and decision-making in complex and unpredictable circumstances. This includes demonstrating: the learning ability for professional development to advance existing skills and acquire new competences of a professional nature that will enable you to assume significant responsibility within organisations; that you can initiate and complete tasks and procedures, whether individually and/or collaboratively; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.

Guidance specific to this assessment:

The presentation and style of your report will be important to draw the attention of a client. What design have you chosen, what content have you decided to include? It is unnecessary to tell a client how good their operation is, there needs to be balance, remember if there were no problems, they would not need the report. Accuracy of information, use of correct spelling and grammar and appropriate font size and style (e.g. - Arial or New Times Roman, size 12") are essential to allow this report to be suitable for professional practice, and therefore transferable as a skill for the future.

Student Feedback Form

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
	15	
2. Knowledge and Understanding Skills		
	25	
3. Cognitive and Intellectual Skills		
	20	
4. Practical Application Skills		
	25	
5. Transferable Skills for Life and Professional Practice		
	15	

GENERIC ASSESSMENT CRITERIA

Level 6

In accordance with the Framework for Higher Education Qualifications, at the end of Level 6 students should have coherent and detailed knowledge and a systematic understanding of their subject area, at least some of which is informed by the latest research and/or advanced scholarship within the discipline. They will be able to accurately deploy established techniques of analysis and enquiry within a discipline, using their conceptual understanding to devise and sustain arguments and/or to solve problems. They should be aware of the uncertainty, ambiguity and limits of knowledge. They should be able to critically evaluate evidence, arguments, assumptions, abstract concepts and data (that may be incomplete), to make judgements, and to frame appropriate questions to achieve a solution - or identify a range of solutions. They will apply the methods and techniques that they have learned to review, consolidate, extend and apply their knowledge and understanding, and to initiate and carry out projects. They will have the ability to manage their own learning, and to make use of scholarly reviews and primary sources (for example, refereed research articles and/or original materials appropriate to the discipline). They will demonstrate the qualities and transferable skills necessary for employment requiring: the exercise of initiative and personal responsibility; decision-making in complex and unpredictable contexts; the learning ability needed to undertake appropriate further training of a professional or equivalent nature.

Level 6	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
Engagement with literature (including reading, referencing, academic conventions and academic honesty)	Little or no evidence of reading and/or reliance on inappropriate sources. Views and findings mostly unsupported and non-authoritative. Referencing conventions used incoherently or	Poor engagement with essential reading. No evidence of wider reading. Reliance on inappropriate sources, and/or indiscriminate use of sources. Heavily reliant on information gained through class contact.	Engagement with a limited range of mostly relevant and credible sources. Some omissions and minor errors. Referencing conventions evident though not always applied accurately or consistently.	Engagement with an appropriate range of research-informed literature, including sources retrieved independently. Some over-reliance on texts. Referencing	Engagement with a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of	Engagement with an extensive range of relevant and credible literature, informed by the latest research. Consistently accurate application of referencing.	Exceptional engagement with an extensive range of relevant and credible literature, informed by the latest research. High-level referencing skills consistently and

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	largely absent.	Inconsistent and weak use of referencing.		may show minor inaccuracies or inconsistencies .	referencing, with no/very few inaccuracies or inconsistencies .		professionally applied.
Knowledge and understanding (Coherent and detailed knowledge and systematic understanding of the subject area, at least some of which is informed by the latest research and/or advanced scholarship within the discipline.)	Major gaps in knowledge and systematic understanding of the subject matter. Substantial inaccuracies. No awareness of knowledge of the latest research and/or advanced scholarship within the discipline.	Gaps in knowledge, with only superficial systematic understanding. Some significant inaccuracies and/or irrelevant material. No awareness of knowledge of the latest research and/or advanced scholarship within the discipline.	Limited knowledge and systematic understanding of the relevant concepts and principles within the subject area which to some limited extent, is informed by current research and scholarship.	Knowledge is reasonably detailed, accurate with a good systematic understanding of the field of study and to some extent, current research and scholarship.	Knowledge is reasonably extensive coherent and detailed. Exhibits very good understanding of the breadth and depth of established views, and the work is, at least in part, well-informed by current research and scholarship.	Excellent coherent and detailed knowledge and systematic understanding of the principles and theories of current research and scholarship. Clear awareness of challenges to established views and the limitations of the knowledge base.	Exceptionally coherent and detailed knowledge and systematic understanding of the principles and theories of the subject, well-informed by current research and scholarship. A critical, sophisticated and nuanced awareness of the ambiguities and limitations of knowledge.
Cognitive and intellectual skills (Conceptual and critical thinking, analysis, synthesis and	Wholly or almost wholly descriptive work. Little or no analysis, synthesis or	Largely descriptive work, with superficial use of critical evaluation.	Limited attempt at critical thinking, analysis, synthesis and evaluation,	Some critical thinking, analysis, synthesis and evaluation. Can analyse	Sound critical thinking, analysis, synthesis and evaluation demonstrating	Excellent critical thinking, analysis, synthesis and evaluation. Ability to	Exceptional critical thinking, analysis, synthesis and evaluation based on

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evaluation of research, assumptions, abstract concepts and data (that may be incomplete); logic, argument and judgement.)	evaluation. Failure to develop arguments, leading to illogical or invalid judgements. Unsubstantiated generalisations, made without use of any credible evidence.	Weak development of arguments and judgements. Information accepted uncritically, uses generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and contradictory.	tending towards description. Some evidence to support emerging arguments and judgements but these may be underdeveloped or with a little inconsistency / mis-interpretation. Asserts rather than argues a case.	new and/or abstract concepts and data without guidance. An emerging awareness of different stances and ability to use evidence (that may be incomplete) to support the argument. Mostly valid arguments and logical judgements. Some tendency to assert/state opinion rather than argue on the basis of reason and evidence.	critical thinking. Ability to devise and sustain persuasive arguments, and to review the reliability, validity and significance of evidence (that may be incomplete) to make mostly appropriate and valid judgements.	investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated judgements. Some evidence of independent thought and ability to 'see beyond the question', suggesting a grasp of the broader field and wider concepts.	judiciously selected evidence. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated, nuanced, judgements. Evidence of independent thought and ability to 'see beyond the question', suggesting an outstanding grasp of the broader field and wider concepts.
Practical skills (Apply/deploy accurately established tools and techniques; initiate and carry out projects;	Limited or no use of methods, materials, tools and/or techniques. Little or no	Rudimentary application of methods, materials, tools and/or techniques but without	An adequate awareness and mostly appropriate application of well-established	A good and appropriate application of standard methods, materials, tools and/or	A very good application of a range of methods, materials, tools and/or techniques.	An advanced application of a range of methods, materials, tools and/or techniques.	Exceptional levels of application and deployment skills in unpredictable, practical

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formulate solutions to solve problems in complex and unpredictable contexts.)	appreciation of the context of the application. Limited understanding of the application of theory to practice or making appropriate links between the two. Very weak problem-solving skills in complex and unpredictable contexts.	consideration and competence. Flawed appreciation of the context of the application. Weak understanding of the application of theory to practice, with only occasional evidence of making appropriate links between the two. Weak problem-solving skills in complex and unpredictable contexts.	methods, materials, tools and/or techniques. Basic appreciation of the context of the application. Theoretical knowledge and understanding applied in practice, but not always making logical links between the two. Can identify problems and propose basic solutions in complex and unpredictable contexts without fully appreciating the complexity.	techniques. Clear appreciation of the context of the application. Mainly consistent, accurate and logical application of theory to practice, making appropriate links between the two. Can identify problems and propose mostly appropriate solutions in complex and unpredictable contexts.	Very good consideration of the context of the application, with perceptive insights. Can identify problems and propose appropriate solutions in complex and unpredictable contexts. Evidence of some innovation and creativity.	The context of the application is well considered, and insightful. Application and deployment extend beyond established conventions. Can identify complex problems and propose excellent solutions. Innovation and creativity evident.	contexts, drawing skilfully on the latest research within the discipline. Can identify complex problems and propose sophisticated solutions. Assimilation and development of cutting edge processes and techniques.
Transferable skills for life and professional practice (Exercise of initiative and	Communication medium is inappropriate or misapplied. Work is poorly structured, disorganised	Communication medium is poorly designed and/or not suitable for the audience.	Can communicate in a suitable medium but with some room for improvement.	Can communicate effectively in a suitable format, but may have minor errors. Mostly	Can communicate well, confidently and consistently in a suitable format.	Can communicate professionally confidently and consistently in a suitable format.	Can communicate with an exceptionally high level of professionalism.

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personal responsibility; professional development; initiate and complete tasks and procedures: individually and/or collaboratively; use appropriate media to communicate effectively; fluency of expression; clarity and effectiveness in presentation and organisation.)	and/or confusingly expressed. Very weak use of language and/or very inappropriate style. Little or no evidence of autonomy (or collaboration, where relevant) in the completion of tasks. Little or no evidence of the skills required in graduate employment.	Work is poorly presented in a disjointed manner. It is loosely, and at times incoherently, structured, with information and ideas often poorly expressed. Weak use of language and/or inappropriate style. Weak independent initiative (or collaboration, if relevant). Limited evidence of the skills required in graduate employment.	Mostly ordered presentation and structure in which relevant ideas / concepts are reasonably expressed. Work may lack coherence in places. Can work as part of a team, but with limited involvement in group activities. Demonstrates the basic skills required in graduate employment, with some areas of minor weakness.	coherent, organised work, in a suitable structure and is for the most part clearly expressed. Can work effectively independently and/or as part of a team, with clear contribution to group activities. Demonstrates the skills required in graduate employment, with some areas of strength and some of minor weakness.	Work is coherent, fluent, well-structured and organised. Can work very well autonomously and/or as part of a team, with very good contribution to group activities. Demonstrates very good graduate employment skills, with just occasional minor weakness.	Work is coherent, very fluent and is presented professionally. Can work autonomously with initiative. Where relevant can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Demonstrates excellent graduate employment skills and an appetite for further development.	Work is exceptionally coherent, very fluent and is presented professionally. Can work exceptionally well and professionally within a team, showing advanced leadership skills. Demonstrates exceptional graduate employment skills and an appetite for further development.