



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Hospitality and Tourism Management

Module Handbook
Semester 1 2023

BMMB7025
Managing People in Organisations

MBA - LEVEL 7

Module Lead:
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Module Code	BMMB7025 / BMMB7025D
Title	Managing People in Organisations
Date	Click or tap to enter a date.
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- Critically analyse and evaluate theoretical and innovative approaches to people management across a range of organisational sectors, while developing a professional understanding of sustainable competitive advantage through strategic talent management in the modern workplace

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically evaluate the potential and appropriateness of managing people through talent development strategies and methods with reference to relevant contextual factors for competitive advantage;
- demonstrate a critical understanding of advancement and emerging themes around the relationship between technology and human resource management;
- develop a critical and analytical understanding of contemporary practices and processes relating to human resource management.

INDICATIVE CONTENT

- The history and context of Human Resource Management.
- The changing nature of internal and external environments and how these changes influence Human Resource Strategy.
- Critical appraisal of the strategic HR role within varying sectors and apply to small, medium and large enterprises in a global context.
- Organisation design, culture and development including the analysis of internal and external environments that impact upon the work of Human Resource professionals.
- A critical evaluation of national and international employment markets, strategic workforce planning and talent management to create sustainable competitive advantage through people.
- Social, intellectual and human capital. Technology, the role of Artificial Intelligence (AI) and its impact on HRM.
- Contemporary factors and trends affecting people management and the impact on employee engagement and performance management.
- Changing labour market trends, hybrid working and strategic workforce planning
- The role of learning and development in HRM strategies and processes to create value through people for competitive advantage.
- Ethics and professionalism; HRM commitment to equality and diversity within the workplace.

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
Written Report	2500	50%

Assessment Component 2 (*Tick one*)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual Presentation	15 minutes	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMMB7025 / BMMB7025D	
Module Title	Managing People in Organisations	
Classification	Reading List entry	Electronic*
Essential	Armstrong M. (2023) Armstrong's Handbook of Human Resource Management Practice. 16th Ed.	☒
Essential	Henderson, I. (2019) Human Resource Management for MBA Students. 3rd ed. London: CIPD	☒
Essential	Leatherbarrow, C. & Fletcher, J. (2018) Introduction to Human Resource Management: A Guide to HR in Practice 4 th ed London CIPD	☒
Further	Gold, J., Holden, R., Iles, P., Stewart, J. and Beardwell, J. (2013). <i>Human Resource Development: Theory and practice. 5th Ed.</i> Palgrave Macmillan.	☒
Further	Beardwell, J. Claydon, T. (2017) Human Resource Management: A Contemporary Approach. 8th Ed. Financial Times: Prentice Hall	☒

INDICATIVE LECTURE / TUTORIAL / ASSESSMENT SCHEDULES

Week	Subject
Week 1	Introduction to the Module and Contextualising HR in Hospitality
Week 2	The History and Evolution of Strategic HRM
Week 3	The Impact of Internal and External Environments on HR Strategy
Week 4	Talent Management: Traditional and Modern Approaches
Week 5	Independent Study Week
Week 6	Ethical Concerns and the HRM Landscape
Week 7	Employee Engagement, Retention, and Performance Management
Week 8	Technology's Role in HRM: Beyond the Hype
Week 9	Professionalism, Ethics, and HRM
Week 10	Preparing for the Assignments: Open Session

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	MBA International Hotel Management		
Module:	Managing People in Organisations		
Module code:	BMMB7025	Contribution to Overall Module Assessment (%):	50%
Lecturer:	Robyn Griffiths	Internal Verifier:	Helen Evans
Assignment Title:	Strategic HR in Hospitality: A Comparative Case Study Between Traditional and Hybrid Work Environments	Word count (or equivalent):	2,500
Submission deadline:	24/11/2023 23:59	Return date of provisional marks & written feedback:	Within 20 working days of submission deadline
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.) Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
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.		

Module Learning Outcomes (from module syllabus)

- Critically review and appraise current HRM research and advanced scholarship.
- Critically evaluate business environments and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation.
- Demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging issues in HRM and IHRM within a variety of organisations and how these can influence fulfilment of the strategic aims of the organisation and affect competitive edge.

TASK DESCRIPTION Report (50%)

Strategic HR in Hospitality: A Comparative Case Study Between Traditional and Hybrid Work Environments

Overview

Outline the critical role of HR in the hospitality industry and introduce the specific organisations you'll focus on for the comparative study. These should either be organisations where you have worked or organisations you have studied in previous modules.

Breakdown

Within this, within your report, you should delve into the contrasting HR strategies employed by these specific organisations. Highlight how different work environments—such as traditional and hybrid settings—shape their approach.

- Investigate how these selected organisations are influenced by internal and external environmental changes when forming their HR strategies.
- Evaluate how these specific organisations approach HR differently depending on their size, reach, and sector within the hospitality industry.
- Analyse key HR concerns like employee engagement, performance management, and diversity within these organisations.
- Examine the role and impact of technological advancements, particularly AI, on the HR strategies of these organisations.

Conclude by offering innovative recommendations for these organisations. The suggestions should aim to strengthen or reimagine their HR strategy, especially in the face of new challenges or opportunities.

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

1. Engagement with Literature Skills

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, as 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 correctly 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: *You should refer to at least 10 credible sources per 1,000 words. You should refer to journal articles, relevant websites, text books, current news items and benchmark your organisation against other organisations to ensure your assignment is current and up-to-date. At least a quarter of sources should be dated within the last 12 months and include organisational examples. High-level referencing skills using Harvard convention must be demonstrated throughout your work and all sources listed alphabetically within your reference list.*

2. Knowledge and Understanding Skills

At level 7, you should be able to demonstrate a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of your academic discipline, field of study or area of professional practice, with a comprehensive understanding of techniques applicable to your own research or advanced scholarship. Your work must demonstrate your growing mastery of these concepts, principles, current challenges, innovation and insights 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 contemporary 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: *Your work should demonstrate understanding of organisational priority areas and the HRM practices that facilitate it, as well as the strategic role of HRM within the wider organisational structure.*

3. Cognitive and Intellectual Skills

You should be able to: evaluate critically current research and advanced scholarship in the discipline; evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses; deal with complex issues both systematically and creatively to make sound judgements in the absence of complete data. 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 experts within the subject area is crucial to you providing a reasoned and informed debate within your work. Your choice of methodologies to gather data and information must

be rigorously defended. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts. Sound, valid, persuasive 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: *All claims should be backed up with contemporary evidence from credible and reliable sources. Your work should be well underpinned through use of an appropriate number of relevant and credible sources.*

4. Practical Skills

At level 7, you should be able to demonstrate originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline. This includes acting autonomously in planning and implementing tasks at a professional or equivalent level, originality in tackling and solving problems, and decision-making in complex and unpredictable contexts or situations.

You should be able to demonstrate mastery of the leading edge subject-related concepts and ideas as they relate to real world situations and/or particular contexts. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in those contexts or circumstances, to assess current situations, perhaps to formulate plans or plausible, justifiable recommendations to solve problems, or to propose new models, or to create artefacts, which may be innovative and creative, thereby demonstrating your understanding of how the boundaries of knowledge are advanced through research and/or application. 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.

Guidance specific to this assessment: *Reference to organisational examples in relation to the chosen priority areas and the strategic role of HRM in achieving organisational goals/objectives is essential.*

5. Transferable Skills for Life and Professional Practice

Your work must provide evidence of the qualities and transferable skills necessary for postgraduate-level employment in circumstances requiring sound judgement, personal responsibility and initiative in complex and unpredictable professional environments. This includes demonstrating: the independent learning ability for continuing 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, projects and procedures, whether individually and/or collaboratively, to a professional level; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms for a variety of 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: *This assignment should be:*

- *Writing: Written in **UK English** in an appropriate business/academic style, using Microsoft Word*
- *Focus: Focus only on the tasks set in the assignment.*
- *Length: 2,500-words +/- 10% (marks will be deducted if this is exceeded, in line with Academic Regulations)*
- *Formatting: Typed on A4 paper in Times New Roman, Arial or Calibri font, size 11 with at least 2.5-centimetre margins, 1.5 line-spacing and numbered pages.*
- *Document format: Report format, with a clear title page, including name and student ID number, executive summary, table of contents, and reference list (using Harvard referencing throughout).*

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	25	
2. Knowledge and Understanding Skills	25	
3. Cognitive and Intellectual Skills	20	
4. Practical Application Skills	20	
5. Transferable Skills for Life and Professional Practice	10	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		
	Up to 1 week late (50% Max)		
	Over 1 week late (0%)		

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	MBA International Hotel Management		
Module:	Managing People in Organisations		
Module code:	BMMB7025	Contribution to Overall Module Assessment (%):	50%
Lecturer:	Robyn Griffiths	Internal Verifier:	Helen Evans
Assignment Title:	Redefining Talent Management for the Hospitality Industry in the Age of AI	Word count (or equivalent):	Recorded 15-minute video presentation
Submission deadline:	12/01/2024 23:59	Return date of provisional marks & written feedback:	Within 20 working days of submission deadline
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.) Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
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.		
Module Learning Outcomes (from module syllabus)			
• Critically review and appraise current HRM research and advanced scholarship. • Critically evaluate business environments and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation. • Demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging issues in HRM and IHRM within a variety of organisations and how these can influence fulfilment of the strategic aims of the organisation and affect competitive edge.			

TASK DESCRIPTION: Presentation (50%)

TED TALK Presentation: Redefining Talent Management for the Hospitality Industry in the Age of AI

Overview

You are an employee at one of the organisations you've focused on in your report... You've been tasked by management to make a case for evolving HR strategies, particularly in the realm of talent management.

Breakdown

Start with compelling evidence that makes it clear why changes or innovations in talent management are urgently needed at your organisation and detail how the existing HR landscape at your organisation is ripe for, or resistant to, change. Discuss how advancements like AI could be leveraged for better talent management.

Highlight any innovative HR practices already in place at your organisation and how they could serve as a foundation for further development.

Discuss the ethical complexities and the importance of considering diversity and equality when integrating new technologies like AI into the HR framework at your organisation.

Conclude with actionable, future-facing recommendations that your organisation could realistically implement. Make a compelling case for why management should consider these proposals for enhancing HR and talent management strategies.

Additional Guidance

- Present in English, in an appropriate business/academic tone
- Presentations should be 15 minutes (+1.5 mins) – marks will be deducted for presentations that exceed this
- There are no penalties given relating to the number of slides used – an average number is given as 8-10 slides, but students make creative use of the screen as they see fit.
- You must appear in person at some point in the VLOG presentation; this could be just for the introduction, with the remainder of the presentation as an audio voice over, or for the duration.

Submitting your work

You **must** upload your video presentation to **Microsoft Stream**, before the assignment deadline. You will need to ensure the permissions are set correctly for the lecturer to access the video.

Submit a Word document or PDF to Turnitin that includes:

- Cover page, with your name and student number
- Link to your video on Microsoft Stream
- Script
- Reference list

Guidance on how to upload videos to Microsoft Stream can be found on Moodle.

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

1. Engagement with Literature Skills

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, as 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 correctly 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: *You should use a minimum of 20 references in this assignment. You should refer to contemporary literature such as, text books, journal articles, credible websites, current news items and benchmark your organisation against other organisations. Accurate referencing skills using the Harvard Method must be demonstrated throughout your work and all sources listed alphabetically within your bibliography. Note the importance evidence-based decision making in HRM, being concerned with using the best available evidence in making decisions pertaining to HR profession and practice.*

2. Knowledge and Understanding Skills

At level 7, you should be able to demonstrate a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of your academic discipline, field of study or area of professional practice, with a comprehensive understanding of techniques applicable to your own research or advanced scholarship. Your work must demonstrate your growing mastery of these concepts, principles, current challenges, innovation and insights 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 contemporary 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: *You should provide evidence of your understanding of up to date and relevant skills needed to effectively deliver the HRM function in the modern organisation.*

3. Cognitive and Intellectual Skills

You should be able to: evaluate critically current research and advanced scholarship in the discipline; evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses; deal with complex issues both systematically and creatively to make sound judgements in the absence of complete data. 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 experts within the subject area is crucial to you providing a reasoned and informed debate within your work. Your choice of methodologies to gather data and information must be rigorously defended. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts. Sound, valid, persuasive 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: : All claims should be backed up with contemporary evidence from credible and reliable sources. Your work should be well underpinned through use of an appropriate number of relevant and credible sources.

4. Practical Skills

At level 7, you should be able to demonstrate originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline. This includes acting autonomously in planning and implementing tasks at a professional or equivalent level, originality in tackling and solving problems, and decision-making in complex and unpredictable contexts or situations. You should be able to demonstrate mastery of the leading edge subject-related concepts and ideas as they relate to real world situations and/or particular contexts. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in those contexts or circumstances, to assess current situations, perhaps to formulate plans or plausible, justifiable recommendations to solve problems, or to propose new models, or to create artefacts, which may be innovative and creative, thereby demonstrating your understanding of how the boundaries of knowledge are advanced through research and/or application. 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.

Guidance specific to this assessment: You should be able to identify appropriate and relevant HR skills, both for the present and the future. You should be able to demonstrate the strategic value of developing these skills and develop an appropriate action plan for implementing the HR Skills Strategy, specifically considering the needs and resources of your chosen organisation.

5. Transferable Skills for Life and Professional Practice

Your work must provide evidence of the qualities and transferable skills necessary for postgraduate-level employment in circumstances requiring sound judgement, personal responsibility and initiative in complex and unpredictable professional environments. This includes demonstrating: the independent learning ability for continuing 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, projects and procedures, whether individually and/or collaboratively, to a professional level; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms for a variety of 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: Your VLOG should be in an appropriate format. You should communicate clearly and professionally, with your target audience of the board of directors in mind throughout.

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	10	
2. Knowledge and Understanding Skills	20	
3. Cognitive and Intellectual Skills	20	
4. Practical Application Skills	25	
5. Transferable Skills for Life and Professional Practice (how the presentation is created and delivered)	25	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late (40% Max)		
	Over 1 week late (0%)		

GENERIC ASSESSMENT CRITERIA

Level 7

In accordance with the Framework for Higher Education Qualifications, at the end of Level 7 students should be able to demonstrate: a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of their academic discipline or area of professional practice; a comprehensive understanding of techniques applicable to their own research or advanced scholarship; originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline; conceptual understanding that enables the student to evaluate critically current research and advanced scholarship in the discipline to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses. They will be able to deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences. They will demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level to continue to advance their knowledge and understanding, and to develop new skills to a high level. They the qualities and transferable skills necessary for employment requiring the exercise of initiative and personal responsibility; decision-making in complex and unpredictable situations/professional environments; and the independent learning ability required for continuing professional development.

Level 7	FAIL	FAIL	MARGINAL FAIL	SATISFACTORY (Pass)	GOOD to VERY GOOD (Merit)	EXCELLENT (Distinction)
Category	0-29%	30-44%	45-49%	50-59%	60-69%	70%
Engagement with literature (including current research, 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 largely absent.	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. Inconsistent and weak use of referencing.	Engagement with a very limited range of 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 may show minor inaccuracies or inconsistencies.	Engagement with a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing, with no/very few inaccuracies or inconsistencies.	Engagement with an extensive range of relevant and credible literature, including sources retrieved independently. Consistent and accurate application of referencing conventions.
Knowledge and understanding (A systematic, conceptual understanding of knowledge, and a critical awareness of current problems and/or new insights,	Major gaps in knowledge and understanding of the subject matter is not systematic. Substantial inaccuracies. No awareness of current problems, insights or the	Gaps in knowledge, with only superficial systematic understanding. Some significant inaccuracies and/or irrelevant material. No critical awareness of current	Limited knowledge and systematic understanding of the concepts and principles within the subject area, which to some marginal extent, is informed by current research	Knowledge is accurate and reasonably detailed. A systematic understanding of the field of study informed by, to some extent, current research and scholarship, A critical	Knowledge has a well-defined focus, which is reasonably extensive, coherent and detailed, with a critical awareness of current problems and/or new insights.	Excellent mastery of the subject, with a comprehensive and specialist understanding of the subject matter, and a critical awareness of current

Level 7	FAIL	FAIL	MARGINAL FAIL	SATISFACTOR Y (Pass)	GOOD to VERY GOOD (Merit)	EXCELLENT (Distinction)	EXCEPTIONAL (Distinction)
Category	0-29%	30-44%	45-49%	50-59%	60-69%	70-84%	85-100%
much of which is at, or informed by, the forefront of the discipline; a comprehensive understanding of techniques applicable to their own research)	latest research and/or advanced scholarship within the discipline.	problems, insights, or latest research within the discipline.	and scholarship. Some critical awareness of current problems and/or new insights, but often under-developed.	awareness of current problems and/or new insights though this may be under-developed occasionally.	Exhibits good understanding of the breadth and depth of contemporary and established views, and the work is, at least in part, well-informed by current research and scholarship.	and scholarship. Highly critical awareness of current problems and/or new insights. A critical, awareness of how the boundaries of knowledge are advanced through research.	understanding of the concepts of the subject, well-informed by current research and scholarship. A critical, sophisticated and nuanced awareness of how the boundaries of knowledge are advanced through research.
Cognitive and intellectual skills (Critical evaluation of current research and methodologies and develop critiques of them and, where appropriate, to propose new hypotheses; make sound judgements in the absence of complete data.)	Wholly or almost wholly descriptive work. Little or no evaluation or critique or attempt at a systematic approach. Failure to develop arguments, leading to illogical or invalid judgements. Unsubstantiated generalisations, made without use of credible evidence.	Largely descriptive work, with superficial use of critical evaluation of research and methodologies. Absent or weak development of hypotheses and judgements. Information accepted uncritically, uses generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and	Limited attempt at critical evaluation/ critique of current research and methodologies, tending towards description. Limited attempt to propose new hypotheses. Can deal with complex issues but not systematically or creatively. Some evidence to support emerging judgements but these may be	Some critical evaluation/ critique of current research and methodologies, though slightly underdeveloped in places, Proposes adequate but limited new hypotheses, where relevant. Can deal with complex issues but not fully systematically or creatively. Ability to make judgements based on data	Sound critical evaluation/ critique of current research and methodologies, Proposes new hypotheses, where appropriate. Can deal with complex issues systematically and with some creativity. Ability to make sound judgements based on data (that may be incomplete)	Excellent critical evaluation/ critique of current research and methodologies, Proposes innovative hypotheses, where appropriate. Can synthesise complex issues systematically and creatively. Ability to investigate contradictory or incomplete information and make strong, persuasive.	Exceptional critical evaluation/ critique of current research and methodologies, Proposes innovative hypotheses, where appropriate. Exemplary systematic and creative synthesis of complex issues. Ability to investigate contradictory or incomplete information and

Level 7	FAIL	FAIL	MARGINAL FAIL	SATISFACTOR Y (Pass)	GOOD to VERY GOOD (Merit)	EXCELLENT (Distinction)	EXCEPTIONAL (Distinction)
Category	0-29%	30-44%	45-49%	50-59%	60-69%	70-84%	85-100%
application of knowledge, tools and techniques and in tackling and solving problems in complex and unpredictable professional situations; practical use of established techniques of research and enquiry to create and interpret knowledge in the discipline.)	and/or techniques. Little or no 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.	and/or techniques but without 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.	well-established methods, materials, tools and/or techniques, with occasional errors. 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 without fully appreciating the complexity of unpredictable contexts.	materials, tools and/or 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, with elements of originality.	materials, tools and/or techniques. 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 originality and creativity.	materials, tools and/or techniques. The context of the application is well considered, and insightful. Can identify complex problems and propose excellent solutions. An excellent grasp of techniques applicable to own research or advanced scholarship. Shows originality in application of knowledge and techniques, and of how established techniques of enquiry create and interpret knowledge in the discipline.	contexts, drawing skilfully on the latest research within the discipline. Can identify complex problems and propose sophisticated, original solutions. An outstanding application of techniques applicable to own research or advanced scholarship. Shows originality in application of knowledge and techniques, and of how established techniques of enquiry create and interpret knowledge in the discipline with assimilation and development of cutting edge processes and techniques.
Transferable skills for life and	Communication medium is inappropriate or	Communication medium is poorly designed and/or	Can communicate in a suitable	Can communicate effectively in a	Can communicate well, confidently	Can communicate professionally	Can communicate with an

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media to communicate effectively and professionally to a variety of audiences; fluency of expression; systematic approach; clarity and effectiveness in presentation and organisation.)	where relevant) in the completion of tasks. Little or no evidence of the skills required in professional, postgraduate employment.	language and/or inappropriate style. Weak independent initiative (or collaboration, if relevant). Limited evidence of the skills required in professional, postgraduate employment.	limited involvement in group activities. Demonstrates some but not all of the basic skills required in professional, postgraduate employment, with some areas of minor weakness.	contribution to group activities. Demonstrates the skills required in professional, postgraduate employment, with some areas of strength and some of minor weakness.	Demonstrates comprehensive professional, postgraduate employment skills.	showing leadership skills as appropriate, managing conflict and meeting obligations. Demonstrates excellent professional, postgraduate employment skills and a strong appetite for further development.	advanced leadership skills. Demonstrates exemplary professional, postgraduate employment skills and a strong appetite for further development.

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