

LEVEL 5 ASSESSMENT SPECIFICATION

Programme:	BA (Hons) Leadership and Management Skills for the Workplace		
Module:	Developing workplace critical thinking		
Module code:	BMSW 5101	Contribution to Overall Module Assessment (%):	100%
Module Coordinator:	Md Kalam	Internal Verifier:	Dr Gregory Cowan
Assignment Title:	Individual Report on- “How do organisational beliefs, attitudes, and value systems affect workplace behaviour? Also, how will tailoring workplace changes for the post-COVID mindset tackle the challenges we face now, and create more resilient businesses in the future?”	Word count for the report.	4500 (±) 10%
Submission deadline:	Please refer to the assessments schedule published on Students’ Hall in Moodle	Return date of provisional marks & written feedback:	
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. Penalties for late submission: Up to one week late, maximum mark of 40%. 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)

- ☐ Discriminate and analyse the difference between beliefs, attitudes and values within a workplace context;
- ☐ Critically assess their own beliefs, attitudes and value systems and their impact on workplace behaviour;
- ☐ Apply the critical assessment of an appropriate management theory to evaluate how someone with different beliefs, attitudes and values might interpret the theory differently

TASK DESCRIPTION

ASSESSMENT TASK-100%

Produce a 4,500 word (+/- 10%) academic report. Apply academic management models, methods, and theories to assess the impact of organisational beliefs, attitudes, and value systems on workplace behaviour.

Task Description/Scenario:

In less than seven months, COVID-19 has radically redefined how we relate to space and to each other. Compare today to March of this year: face masks are now an everyday accessory. We wait to enter grocery stores in six-foot-spaced queues without a second thought. And we cross the street to avoid people not as a snub, but to protect our health and others'. Sustained periods of hardship are known to change human psychology and behaviour, sometimes permanently. Pandemic mitigation itself requires mass, coordinated behavioural change to succeed. As people return to offices in the coming months, we should expect those who have adapted to social distance and working from home to bring a set of new concerns, expectations and even unconscious reactions to situations that previously seemed harmless and normal. The importance of business continuity through the pandemic makes it incumbent upon employers to reshape the workplace to make workers feel comfortable, supported and able to do their jobs effectively. The challenge is clear. Workplaces must adapt. Yet, how do we design a workplace that responds not just to fear and anxiety, or the invisible threat of germs, but the full range of learned behaviours and attitudes that have evolved through the COVID-19 crisis?

In the last decade, employers have increasingly prioritised employee wellness, including mental health, understanding that happiness and productivity go hand in hand. Many employers are initiating workplace assessments to identify where physical changes can help mitigate germs. If they go one step further to examine the problem holistically from the user perspective, taking into account COVID-19-related attitude and behavioural shifts, they will succeed in creating a powerful support tool for worker morale, public health and business continuity.

While there is no silver-bullet solution or perfect working environment, the current crisis offers opportunities to reshape the workplace and create spaces that are meaningfully centred on the human experience. Past pandemics have brought sea changes to design in many areas from how cities are planned to how bathrooms are finished. But perhaps never before have we seen such an urgency for the corporate office to adapt or fall behind. Tailoring workplace changes for the post-COVID mindset will tackle the challenges we face now and create more resiliency for businesses in the future.

Cerruti, K and Godoski, L 2020 "Five Post-COVID Behaviors(sic) and Attitudes that will Reshape the Workplace" in Workdesign Magazine [Online] Available: <https://www.workdesign.com/2020/06/five-post-covid-behaviors-and-attitudes-that-will-reshape-the-workplace/> - accessed 9 October 2020

In light of the scenario above, identify an organisation that you either work for at the moment or have worked for in the past. If you have never worked for an organisation, then you will need to choose an extracurricular organisation you are involved in, or an alternative organisation that you know a lot about, in terms of what happens within the internal organisation environment (e.g. an organisation your parent/partner works for). If you are having problems choosing an organisation, please discuss this with your module lecturer.

Having chosen your organisation and reviewed the brief scenario above, you then need to answer the following questions:

"How do organisational beliefs, attitudes, and value systems affect workplace behaviour? Also, how will tailoring workplace changes for the post-COVID mindset tackle the challenges we face now, and create more resilient businesses in the future?"

Report Details:

Write a report, and include the following sections:

1. Briefly Introduce the organisation you have chosen to write about
2. Briefly introduce the key management theory or theories that will underpin your report
3. Answer the question by applying the key theory/theories to your chosen organisation
4. Provide a critical evaluation of the theory/theories to assess how someone with different beliefs, attitudes and values might interpret the theory differently
5. Make recommendations with valid justifications (based on your answer and critique) for specific organisational changes for the post-COVID mindset in terms of beliefs, attitudes, and value systems that may help the organisation to tackle the challenges they face now and create more resiliency for them in the future.

Ensure that your report:

- a) Discriminates between - and analyses the difference between - beliefs, attitudes, and values within a workplace context.
- b) Critically assesses organisation's own beliefs, attitudes and value systems and their impact on workplace behaviour.
- c) Applies the critical assessment of an appropriate management theory to evaluate how someone with different beliefs, attitudes and values might interpret the theory differently.
- d) Is within the requested word limit of 4,500 +/- 10% words.
- e) Uses a suitable report structure (including executive summary)

- f) Is presented in a professional way
- g) Uses good grammar, spelling, and punctuation
- h) Complies with University guidance on referencing: UWTSD Harvard Referencing Guide
- https://uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/library-and-learning-resources/infoskills/Harvard-eng_v.1.2.pdf

General Submission Guidance

1. All of your submissions must include a title page that clearly states your name, your student number, the module code and title, your lecturer's name, and your assignment title.
2. All of your submissions should be typed in Arial font, size 11.
3. All of your submissions should be typed with 1.5 line spacing.
4. All of your submissions should have an appropriate structure, include page numbers, and have a reference list.

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

Your work must be informed and supported by scholarly material that is relevant to and focused on the task(s) set. You should provide evidence that you have accessed an appropriate 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: *There should be at least 15 academic references to support your work from a variety of valid and reliable sources. A reference list should be provided using Harvard referencing convention.*

2. Knowledge and Understanding Skills

At level 5, you should be able to demonstrate: sound knowledge and critical understanding of the well-established concepts and principles of the subject area and the way in which those principles have developed; knowledge of the main methods of enquiry in the discipline. 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.

Guidance specific to this assessment: *You will need to select and include the concepts, techniques, models, theories, etc. appropriate to the task(s) set and analyse the difference between - beliefs, attitudes, and values within a workplace context*

3. Cognitive and Intellectual Skills

You should be able to critically analyse information, and propose solutions to problems arising from that analysis, including the critical evaluation of the appropriateness of different approaches to solving problems.

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/evidence 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, with an understanding of the limits of knowledge, and how this influences analyses and interpretations. 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: *Critically analyse and evaluate your sources and draw appropriate conclusions supported by academic references. You should demonstrate your knowledge and understanding of relevant theories and models associated with critical thinking*

4. Practical Skills

At level 5, you should be able to use/deploy a range of established techniques within the discipline, and apply underlying concepts and principles outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. 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, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts, some of which may be 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: *Give relevant examples of how beliefs, attitudes and values can impact on organisational success.*

5. Transferable Skills for Life and Professional Practice

Your work must provide evidence of the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making. This includes demonstrating: professional development to advance existing skills and acquire new competences 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: *Your report should be presented in a clear and coherent format.*

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		
	30	
3. Cognitive and Intellectual Skills		
	30	
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 (40% Max)

Over 1 week late (0%)

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GENERIC ASSESSMENT CRITERIA

Level 5

In accordance with the Framework for Higher Education Qualifications, at the end of Level 5 students will be expected to have developed sound knowledge and critical understanding of the well-established concepts and principles in their field of study, and of the way in which those principles have developed. They will have learned to apply those concepts and principles more widely outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. They will have knowledge of the main methods of enquiry in the subject area, and ability to evaluate critically different approaches to problem solving. They will possess an understanding of the limits of their knowledge, and how this influences their analyses and interpretations. They will be able to use a range of established techniques to initiate and undertake critical analysis of information, and to propose solutions to problems arising from that analysis. They will be able to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences, and deploy key techniques of the discipline effectively. They will be able to undertake further training, develop existing skills and acquire new competences that will enable them to assume significant responsibility within organisations. They will have the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.

Level 5	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 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 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 literature, including sources retrieved independently. Some over-reliance on texts. Referencing may show minor inaccuracies or inconsistencies.	Engagement with a wide range of 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. Consistently accurate application of referencing.	Exceptional engagement with an extensive range of relevant and credible literature. High-level referencing skills consistently applied

Knowledge and understanding (Sound knowledge and Critical understanding of the	Major gaps in knowledge with unsatisfactory, uncritical understanding of the subject matter. Much irrelevant	Fragmentary knowledge, with only superficial critical understanding. Some significant inaccuracies and/or irrelevant	Limited but adequate knowledge and critical understanding of the well-established concepts and principles within the	Knowledge is reasonably detailed and accurate. A good critical understanding of the well-established	Knowledge is reasonably extensive. Exhibits very competent critical understanding of the well-	Excellent, detailed knowledge and highly critical understanding of the well-established concepts and	Exceptionally detailed knowledge and outstanding critical understanding of the well-established
Level 5	FAIL	MARGINAL FAIL	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
Category	0-29%	30-39%	(3rd / Pass) 40-49%	(2.2 / Pass) 50-59%	(2.1 / Merit) 60-69%	(1st / Distinction) 70-84%	(1st / Distinction) 85-100%
well-established concepts and principles in their field of study; knowledge of the main methods of enquiry in the discipline.)	material. Substantial inaccuracies. Significantly flawed understanding of the main methods of enquiry in the discipline.	material. Incomplete or partially flawed understanding of the main methods of enquiry in the discipline.	subject area, with a few gaps in the selection of material. A narrow critical understanding of the main methods of enquiry.	concepts and principles and the main methods of enquiry, with minor gaps in the selection of material.	established concepts and principles of the subject and the main methods of enquiry. Breadth and depth of knowledge.	principles of the subject and the main methods of enquiry.	concepts and principles of the subject and the main methods of enquiry. May go beyond established theories.

Cognitive and intellectual skills (Critical evaluation and analysis of concepts and principles; argument and judgement; the limits of their knowledge, and how this influences their analyses and interpretations.)	Wholly or almost wholly descriptive work. Little or no critical evaluation and analysis of concepts and principles. Failure to develop arguments, leading to illogical or invalid judgements. Unsubstantiated generalisations or opinion, made without use of any credible evidence.	Largely descriptive work, with superficial use of critical evaluation and analysis of concepts and principles. Weak development of arguments and judgements. Information accepted uncritically, uses generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and contradictory.	Limited attempt at critical evaluation and analysis of concepts and principles, tending towards description. Some evidence to support arguments and judgements but these may be underdeveloped, with a little inconsistency / mis-interpretation or failure to fully recognise limits of knowledge.	Some critical evaluation and analysis of concepts and principles, though descriptive in parts. An emerging awareness the limits of their knowledge and ability to use evidence to support the argument though with some tendency to assert/state opinion rather than argue on the basis of reason and evidence. Mostly valid arguments and logical judgements.	Sound critical evaluation and analysis of concepts. Is selective in the range of evidence used and synthesises rather than describes. Ability to devise arguments that show awareness of different stances, and use evidence convincingly, to support appropriate and valid judgements.	Excellent critical evaluation and analysis of concepts and principles leading to logical, evidence-based, reasoned arguments and judgements. Explicit recognition of other stances and a strong awareness of the limits of their knowledge. A capacity for independent thought and ability to 'see beyond the question', suggesting some grasp of the broader field and wider concepts.	Outstanding critical evaluation and analysis of concepts and principles. Uses evidence exceptionally well to connect ideas, and support highly logical and persuasive, arguments and judgements. Evidence of independent thought and ability to 'see beyond the question', suggesting a clear grasp of the broader field and wider concepts. Perceptive recognition of the limits of their knowledge, and how this influences their analyses and interpretations.
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Level 5	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%
Practical skills (Apply underlying concepts and principles more widely outside the context in which they were first studied; use a range of established techniques; propose solutions to problems arising from analysis.)	Limited or no use of established methods, materials, tools 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 outside the context in which they were first studied.	Rudimentary application of established methods, materials, tools 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 outside the context in which they were first studied.	An adequate awareness and mostly appropriate application of established 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 outside the context in which they were first studied.	A good and appropriate application of established methods, 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 outside the context in which they were first studied.	A very good application of a range of established methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive insights. Consistent, accurate and logical application of theory to practice, making appropriate links between the two. Can identify problems and propose appropriate solutions outside the context in which they were first studied. Evidence of some creativity.	An advanced application of a range of established methods, materials, tools and/or techniques. The context of the application is well considered, and insightful. Consistent, accurate and logical application of theory to practice, making well-developed links between the two. Can identify problems and propose excellent, creative solutions outside the context in which they were first studied.	Exceptional levels of application and deployment skills using established methods, materials, tools and/or techniques. Consistent, accurate and logical application of theory to practice, making highly developed links between the two. Can identify routine and non-routine problems and propose quite sophisticated, creative solutions outside the context in which they were first studied.

Level 5	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%
Transferable skills for life and professional practice (Effectively communicate in a variety of forms to specialist and non-specialist audiences; the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.)	Communication medium is structured, disorganised and/or confusingly expressed. Very weak use of language and/or very inappropriate style. Failure to work effectively as part of a group. Little or no evidence of the skills for employment requiring the exercise of personal responsibility and decision-making.	Communication medium is poorly designed and/or not suitable for the audience. 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. Flawed approach to group work, meeting only partial obligations to others. Limited evidence of the skills for employment requiring the exercise of personal responsibility and decision-making.	Can communicate in a suitable medium for the audience but with some room for improvement. 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 group, meeting most obligations to others but perhaps with limited involvement in group activities. Demonstrates the basic skills for employment requiring the exercise of personal responsibility and decision-making, with some areas of minor weakness.	Can communicate effectively in a suitable medium for the audience, but may have minor errors. Mostly 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 for employment requiring the exercise of personal responsibility and decision-making, with some areas of strength and some of minor weakness.	Can communicate well, confidently and consistently in a suitable medium for the audience. 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 skills for employment requiring the exercise of personal responsibility and decision-making, with just occasional minor weakness.	Can communicate professionally confidently and consistently in a suitable medium for the audience. Work is coherent, very fluent and is presented proficiently. Can work autonomously with initiative. Where relevant can work professionally within a team, showing leadership skills as appropriate, and meeting obligations. Demonstrates excellent skills for employment requiring the exercise of personal responsibility and decision-making and an appetite for further development.	Can communicate with an exceptionally high level of professionalism, highly suitable for the audience. Work is exceptionally coherent, very fluent and is presented professionally. Can work exceptionally well within a team, showing leadership skills. Demonstrates exceptional skills for employment requiring the exercise of personal responsibility and decision-making and an appetite for further development.