



ISYS360

Technology Management

S1 Evening 2017

Dept of Computing

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Disclaimer

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General Information

Unit convenor and teaching staff
Convenor, Lecturer, Workshop facilitator
Dr. Peter Busch
peter.busch@mq.edu.au
E6A 320
Thursday 3-4pm

Lecturer, Workshop facilitator
Dr. Ian Krycer
ian.krycer@mq.edu.au

Credit points
3

Prerequisites
39cp at 100 level or above

Corequisites

Co-badged status

Unit description
This unit provides insights into five broad aspects of management systems: environment of management; organisations and their behaviour; management of human resources; project management and control; contracts; assessment; control and quality management; training; documentation and industrial relations legal issues; and management responsibility. From a practical perspective the unit involves examining new venture start-ups with high-tech industrial and commercial domains, with students working in groups on a business plan. The unit is aimed at students with a background that is typically technical although this is not essential.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.

Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.

Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.

Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

General Assessment Information

Assessment policy

If you cannot complete a piece of work please see the convenor **before** the due date. Check also the [Disruption to Studies](#) policy. A more detailed description of each task is given below. Assessment tasks explained

As the table under assessment tasks indicates, there will be 7 assessment tasks.

- Four iLearn multiple choice quizzes
- One main individual assignment.
- One group assignment - individually moderated
- One final examination.

See the Grading section for information on grades and performance criteria.

All assignments and quizzes should be completed or submitted via the online system at <http://learn.mq.edu.au/> by the time specified in the assignment description.

All work submitted should be readable and well presented.

Late work will be accepted with a penalty of 10% of the marks for the assignment per day, or part day, submitted late. Hence, an assignment submitted four and a half days late will get at most half the marks. If you cannot submit on time because of illness or other circumstances, please contact the lecturer **before** the due date.

Final Examination

For this unit, a final examination is fully appropriate to test learning and knowledge of all learning outcomes. In particular, It allows for accurate reflection of the degree of understanding of learning outcomes LO2, LO3 and LO4.

The final examination accounts for 40% of the final mark. The three hour exam will consist of 180 marks and include a series of short answer questions based on theory from the textbook and application from workshops and given scenarios. This exam is a hurdle assessment.

It is a mandatory requirement that students achieve a satisfactory mark in the final examination in order to be able to pass the unit.

Regarding the examination process, note that

- you are expected to present yourself for examination at the time and place designated in the [University Examination Timetable](#)
- no early examinations for individuals or groups of students will be set. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period
- the only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for [Disruption to Studies](#).

Assessment Tasks

Name	Weighting	Hurdle	Due
Quiz 1	5%	No	21/03/2017
Quiz 2	5%	No	14/04/2017
Quiz 3	5%	No	9/05/2017
Quiz 4	5%	No	23/05/2017
Assignment 1	20%	No	28/03/2017
Assignment 2	20%	No	23/05/2017
Final Examination	40%	Yes	13-30th June

Quiz 1

Due: **21/03/2017**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 3, 4, 5 and 6 of the textbook, randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build

and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Quiz 2

Due: **14/04/2017**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 7, 8, 9 and 10 of the textbook, randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Quiz 3

Due: **9/05/2017**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 11, 12, 13 and 14 of the textbook, randomly selected from a large question database to test understanding of lecture material..

On successful completion you will be able to:

- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Quiz 4

Due: **23/05/2017**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 15, 16, 17 and 18 of the textbook, randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assignment 1

Due: **28/03/2017**

Weighting: **20%**

Using Internet based reference sources, analyse the current market position of a company Inc.

Apply the principles from the textbook to answer a series of questions on management styles and organisational culture, current strategic issues facing an organisation and the prognosis for the future.

On successful completion you will be able to:

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assignment 2

Due: **23/05/2017**

Weighting: **20%**

A group of FOUR students will select a new product, service or business venture as the basis for a comprehensive business plan, covering market analysis, the product or service offering, marketing plan, operations plan, financial plan, risk management and recommendations. The overall mark is moderated by Peer Review feedback.

On successful completion you will be able to:

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Final Examination

Due: **13-30th June**

Weighting: **40%**

This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)

A series of short and long answer questions representing most chapters of the textbook and the related workshops, to be completed in a closed book exam over 3 hours.

On successful completion you will be able to:

- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations,

financials and control.

Delivery and Resources

The mandatory text book is Robbins, S., Bergman, R., Stagg, I., Coulter, M., (2014) Management (7th Ed) Pearson Publishing.

Do not buy earlier editions as the quiz questions in particular will directly relate only to the 7th edition.

All lecture slides will be available from iLearn. Audio from the lectures will be available via the Echo360 system with links from the unit's iLearn home page.

Students will need to attend the workshops to engage in group discussions and receive a summary session from the lecturer. These workshops are an integral part of the unit and students are encouraged to participate. The final examination will include questions based on the workshops.

All assignments are accessed from iLearn and submitted through iLearn.

Assignments 1 and 2 are Turnitin assignments, submitted through iLearn, but sent to Turnitin for plagiarism checking. Students should allow up to 24 hours to receive Turnitin feedback reports.

Unit Schedule

Session	Date Tues.	Lectures (Peter and Ian)	Workshops (Ian)	Assignment
1 Peter	28/2/17	Outline Intro to Management Chapter 1 and 2		Release Assignment 1 Due 28/3/17
2 Peter	7/3/17	Organisational Culture Global Environment Chapters 3 and 4	Culture of the ADF, pp 111-112 vs. Culture at HubSpot	
3 Peter	14/3/17	Social Responsibility Managing Decisions Chapters 5 and 6	A radio prank gone horribly wrong, pp 188-189	

4 Peter	21/3/17	Managing Innovation Planning Chapters 7 and 8	Change agent at Australia Post, pp 263-266	Quiz 1 on Chapters 3,4,5 and 6
5 Peter	28/3/17	Strategic Management Managerial Controls Chapters 9 and 10	Virgin Australia's challenge to Qantas, pp 329-330	Assg 1 due
6 Peter	4/4/17	Managing Operations Organisational Structure Chapters 11 and 12	Starbucks Controls, pp 371-2	Quiz 2 on Chapters 7,8,9 and 10
7 Ian	11/4/17	Collaborative Economy Writing a Business Plan Sales Forecasts and P&L	Group Assignment Topics Collaborative Business Models	Release Assignment 2
Mid semester break				
8 Ian	2/5/17	Managing Teams Managing HR Chapters 13 and 14	Recruiting and retaining talent, pp 519 - 520	
9 Ian	9/5/17	Individual Behaviour Communication Chapters 15 and 16	Delivery disaster at Domino's Pizza, p 600	Quiz 3 on Chapters 11, 12, 13 and 14
10 Ian	16/5/17	Motivating Employees Managers as Leaders Chapters 17 and 18	Radical leadership, p 682	

11 Ian	23/5/17	Guest Lecture		Quiz 4 on Chapters 15, 16, 17 and 18 Assignment 2 Report Due
12 Ian	30/5/17	Ian		
13 Peter and Ian	6/6/17	Revision Lecture	Revision Q & A	
Exam	13-30th June		All lecture material	

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy_2016.html

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build

and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Assignment 1
- Assignment 2
- Final Examination

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 2
- Final Examination

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they

participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 2
- Final Examination

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.

- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Assignment 1
- Assignment 2
- Final Examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4

- Assignment 1
- Assignment 2
- Final Examination

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Assignment 1
- Assignment 2
- Final Examination

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Assignment 1
- Assignment 2
- Final Examination

Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for

continuous improvement in deliverables and demonstrate social learning and problem based learning skills.

- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment task

- Assignment 2

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment task

- Assignment 2

Changes from Previous Offering

We have removed the group presentations in week 12, however there is still a group assignment.

The exam is now a hurdle assessment.

Grading

At the end of the semester, you will receive a grade that reflects your achievement in the unit

- **Fail (F):** does not provide evidence of attainment of all learning outcomes. There is

missing or partial or superficial or faulty understanding and application of the fundamental concepts in the field of study; and incomplete, confusing or lacking communication of ideas in ways that give little attention to the conventions of the discipline.

- **Pass (P)**: provides sufficient evidence of the achievement of learning outcomes. There is demonstration of understanding and application of fundamental concepts of the field of study; and communication of information and ideas adequately in terms of the conventions of the discipline. The learning attainment is considered satisfactory or adequate or competent or capable in relation to the specified outcomes.
- **Credit (Cr)**: provides evidence of learning that goes beyond replication of content knowledge or skills relevant to the learning outcomes. There is demonstration of substantial understanding of fundamental concepts in the field of study and the ability to apply these concepts in a variety of contexts; plus communication of ideas fluently and clearly in terms of the conventions of the discipline.
- **Distinction (D)**: provides evidence of integration and evaluation of critical ideas, principles and theories, distinctive insight and ability in applying relevant skills and concepts in relation to learning outcomes. There is demonstration of frequent originality in defining and analysing issues or problems and providing solutions; and the use of means of communication appropriate to the discipline and the audience.
- **High Distinction (HD)**: provides consistent evidence of deep and critical understanding in relation to the learning outcomes. There is substantial originality and insight in identifying, generating and communicating competing arguments, perspectives or problem solving approaches; critical evaluation of problems, their solutions and their implications; creativity in application.

The final examination in this unit is a hurdle requirement. You must get a mark of at least 40% in the examination to pass the unit. If you get a mark of at least 30% in your first attempt at the final examination you will be given a second and final attempt. If you apply for Disruption to Study for your final examination, you must make yourself available for the week of July 24 – 28, 2017. If you are not available at that time, there is no guarantee an additional examination time will be offered. Specific examination dates and times will be determined at a later date. Second-chance hurdle examinations will also be offered in the week of July 24 - 28. Results will be released on July 13. You will be notified shortly after that date of your eligibility for a hurdle retry and you must also make yourself available during that week to take advantage of this opportunity.

The final mark for the unit will be calculated by combining the marks for all assessment tasks according to the percentage weightings shown in the assessment summary.

Standards

Standards

Four standards, namely HD, D, CR, P summarize as many different levels of achievement. Each standard is precisely defined to help students know what kind of performance is expected to deserve a certain mark. The standards corresponding to the [learning outcomes of this unit](#) are given below:

L.O. 1	Pass	Credit	Distinction	High Distinction
Leadership	Can reproduce some definitions and ideas, show some breadth of understanding of new business leadership	Show breadth of understanding across most of the unit material relating to a new business venture	Apply terminology and ideas in some new contexts, show breadth of understanding across most of the new business unit material	Apply terminology and ideas in new contexts, show breadth of understanding of all the new business unit material and external references
L.O. 2	Pass	Credit	Distinction	High Distinction
People Skills	Can reproduce some definitions and ideas, show some breadth of understanding of individual and team motivation	Show breadth of understanding across most of the unit material relating to individual and team motivation	Apply terminology and ideas in some new contexts, show breadth of understanding across most of the people management unit material	Apply terminology and ideas in new contexts, show breadth of understanding of all people management unit material and external references
L.O. 3	Pass	Credit	Distinction	High Distinction
Critical Analysis	Able to provide and accept critical analysis and demonstrate some social learning skills related to some unit material	Able to provide and accept well considered critical analysis and demonstrate social learning skills related to most of the unit material	Able to provide and accept well considered critical analysis and demonstrate refined social and problem learning skills related to all the unit material	Able to provide and accept well considered critical analysis and demonstrate refined social and problem learning skills related to all the unit material and additional outside reference material
L.O. 4	Pass	Credit	Distinction	High Distinction
Business Understanding	Understands the basic idea of how to build a successful business including some of the elements of marketing, operations, financials and control.	Understands more than the basic superficial ideas of how to build a successful business including most of the elements of marketing, operations, financials and control.	Exemplifies a knowledge of the key concepts of how to build a successful business including all of the elements of marketing, operations, financials and control.	Has a complete command of the subject matter on a deeper level on how to build a successful business including all of the elements of marketing, operations, financials control and risk management.
L.O. 5	Pass	Credit	Distinction	High Distinction

Communication	Understands the basic idea of how to customise and present information for different purposes and/or stakeholders and can demonstrate basic written and oral delivery skills	Understands the concepts of how to customise and present information for different purposes and/or stakeholders and can demonstrate reasonable written and oral delivery skills	Understands the nature of business communications and how to appeal to the needs of various stakeholder groups and can demonstrate good written and oral delivery skills	Understands the nature of business communications and how to appeal to the needs of various stakeholder groups and can demonstrate superior written and oral delivery skills
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