



**Unit:
Understanding Business Organisations**

**Assignment Title:
Horizon Events**

June 2016

Marking Scheme

Markers are advised that, unless a task specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks. If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

This marking scheme has been prepared as a **guide only** to markers and there will frequently be many alternative responses which will provide a valid answer.

Each candidate's script must be fully annotated with the marker's comments (where applicable) and the marks allocated for each part of the tasks.

Throughout the marking, please credit any valid alternative point.

Where markers award half marks in any part of a task, they should ensure that the total mark recorded for the task is rounded up to a whole mark.

Marker's comments:

Moderator's comments:

Mark:

Moderated mark:

Final mark:

Penalties applied for academic malpractice:

Task	Guide	Maximum Marks
1	<p>PEST analysis, including examples:</p> <p>Political – employment law; taxation; H&S regulations; government stability</p> <p>Economic – interest and inflation rates; unemployment rates; disposable income; labour costs</p> <p>Socio-cultural – demographics; societal trends and values; changing consumer tastes</p> <p>Technological – new technologies; research & development; product potential</p> <p>Valid explanation of how each example can impact on the business' success.</p>	<p>8 marks (1 mark for each example)</p> <p>8 marks (1 mark for each)</p> <hr/> <p>16</p>
2	<p>Each structure should include:</p> <p>clear lines of authority;</p> <p>sub-divisions and levels;</p> <p>sectors the business will focus on and be clear and easy to understand</p> <p>staffing numbers of proposed structure tallies with current staffing levels</p> <p>Clear justification given for each structure with regards to organisational goals.</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>6 marks (3 marks for each)</p> <hr/> <p>14</p>
3	<p>Staff retention policies include (but are not limited to): goal achievement through targets; job rotation; job enrichment; meaningful tasks; praise and verbal recognition; training and skills development; team building; rewards and recognition and; delegate responsibility.</p> <p>Valid reasoning for staff retention strategies provided.</p>	<p>3 (1 mark for each example)</p> <p>12 (4 marks for each answer)</p> <hr/> <p>15</p>

<p>4</p>	<p>Explanation similar to: Organisational culture is generally seen as a set of key values, assumptions, beliefs, understandings and norms that is shared by members of the organisation and can guide behaviour.</p> <p>Examples include: organisational structure, nature of the business, aims and objectives, policies and procedures, staff, leadership and management style, gender, size of organisation, location of organisation, resources (i.e. finance, technology, buildings),</p> <p>Clear and coherent rationale given for each example</p>	<p>4 marks</p> <p>4 marks (1 marks for each example)</p> <p>8 marks (2 marks for each example)</p> <hr/> <p>16</p>
<p>5</p>	<p>Examples include but are not limited to: lack of clarity and understanding of objectives; change may threaten values, needs, skills, interests; technology (hard to use / hard to learn); business processes; structure may cause disruption; changing culture; Lack of information.</p> <p>Coherent and logical reasoning given for each example</p>	<p>3 marks (1 mark for each example)</p> <p>9 marks (3 marks for each)</p> <hr/> <p>12</p>
<p>6</p>	<p>5 communication enhancers identified (these could be internal or external/B2C). Examples could include, but not limited to:</p> <ul style="list-style-type: none"> - Face to Face (i.e. team, location) - Webinars, video-conferencing - Social Media - Verbal / visual / written - IT systems (internal messaging/databases) <p>Coherent and logical reasoning given for each example</p>	<p>5 marks (1 marks for each example)</p> <p>10 marks (2 marks for each developed example)</p> <hr/> <p>15</p>
<p>7</p>	<p>Examples include, but are not limited to: Using cash-flow, profit and loss statements and balance sheets; budgeting; income and expenditure monitored regularly; understandable and accurate data; use of an accountant; other managerial systems and procedures.</p> <p>Clear justification given</p>	<p>3 marks (1 marks for each example)</p> <p>9 marks (up to 3 marks for each control).</p> <hr/> <p>12</p>

Learning Outcomes matrix

Task	Learning Outcomes assessed	Marker can differentiate between varying levels of achievement
1	2,5	Yes
2	1,2	Yes
3	3	Yes
4	3	Yes
5	3	Yes
6	4,6	Yes
7	5	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
Evaluate various types of organisation	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent
Evaluate various forms of organisational structure	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent
Examine the process of organisational change	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Assess the use of communication in organisations	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements
Examine how organisational performance is monitored	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Evaluate the use of IT systems on the performance and structure of an organisation	Provide a reasonable assessment of the subject; Ideas are generally coherent	Provide a generally strong assessment with some well-reasoned assumptions; Ideas are consistently coherent	Provide a consistently strong assessment with well-reasoned and original assumptions; All ideas are highly coherent