



Unit: Essentials of Management

Sample Marking Scheme

Markers are advised that, unless a task specifies that an answer be provided in a particular form, 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 1 - 25 Marks

(a) Evaluate the type of management and organisational approach that the company operates, referring to relevant theory within your answer.

(15 marks)

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Fail	Referral	Pass	Merit	Distinction
Basic evaluation of the management and organisational approach for chosen organisation.	Limited evaluation of the management and organisational approach for chosen organisation.	Sufficient evaluation of the management and organisational approach for chosen organisation.	Evaluation of the management and organisational approach for chosen organisation.	Critical evaluation of the management and organisational approach for chosen organisation.
Basic knowledge of appropriate management and organisational theory.	Inadequate knowledge of appropriate management and organisational theory.	Adequate knowledge of appropriate management and organisational theory.	A sound knowledge of appropriate management and organisational theory.	A comprehensive knowledge of appropriate management and organisational theory.
Basic application of theory to chosen organisation.	Inadequate application of theory to chosen organisation.	Sufficient application of theory to chosen organisation.	Sound application of theory to chosen organisation.	Consistent application of theory to chosen organisation.

(b) Using your research, analyse the effectiveness of the management within your chosen organisation, using Fayol's functions of management model.

(10 marks)

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Fail	Referral	Pass	Merit	Distinction
Basic research evident from sources of information used.	Limited research evident from sources of information used.	Sufficient research evident from sources of information used.	Critical research evident from sources of information used.	Thorough research evident from sources of information used.
A basic analysis of the effectiveness of management in chosen organisation.	A limited analysis of the effectiveness of management in chosen organisation.	An analysis of the effectiveness of management in chosen organisation.	A critical analysis of the effectiveness of management in chosen organisation.	A comprehensive analysis of the effectiveness of management in chosen organisation.
A basic application of Fayol's functions of management model.	A limited application of Fayol's functions of management model.	An adequate application of Fayol's functions of management model.	A sound application of Fayol's functions of management model.	A comprehensive application of Fayol's functions of management model.

Task 2 – 25 Marks

- (a) Conduct an environmental analysis for your chosen organisation using STEEPLE and SWOT analysis. Summarise your main findings and observations from the analysis.

(15 marks)

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Fail	Referral	Pass	Merit	Distinction
Provides basic interpretation and analysis of the organisation's environment.	Provides limited interpretation and analysis of the organisation's environment.	Provides consistent interpretation and analysis of the organisation's environment.	Provides critical interpretation and analysis of the organisation's environment.	Provides consistently critical interpretation and analysis of the organisation's environment.
Demonstrates basic ability to summarise the findings/ observations from the analysis.	Demonstrates limited ability to summarise the findings/ observations from the analysis.	Demonstrates adequate ability to summarise the findings/ observations from the analysis.	Demonstrates sound ability to summarise the findings/ observations from the analysis.	Demonstrates comprehensive ability to summarise the findings/ observations from the analysis.

- (b) Propose and justify a suitable business strategy that will enable the chosen organisation to achieve its corporate objectives. Use appropriate theory within your answer.

(10 marks)

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Fail	Referral	Pass	Merit	Distinction
Use basic research into the organisation's corporate objectives to inform the proposal.	Use limited research into the organisation's corporate objectives to inform the proposal.	Use appropriate research into the organisation's corporate objectives to inform the proposal.	Use detailed research into the organisation's corporate objectives to inform the proposal.	Use thorough and detailed research into the organisation's corporate objectives to inform the proposal.
Provides basic justification of strategy based on the organisation's corporate objectives.	Provides limited justification of strategy based on the organisation's corporate objectives.	Provides consistent justification of strategy based on the organisation's corporate objectives.	Provides critical justification of strategy based on the organisation's corporate objectives.	Provides consistently critical justification of strategy based on the organisation's corporate objectives.

Task 3 – 30 Marks

(a) Assess the levels of motivation at your chosen organisation using TWO (2) recognised motivational theories within your answer.

(15 marks)

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Fail	Referral	Pass	Merit	Distinction
Provides basic interpretation and evaluation of the levels of motivation within the chosen organisation.	Provides limited interpretation and evaluation of the levels of motivation within the chosen organisation.	Provides consistent interpretation and evaluation of the levels of motivation within the chosen organisation.	Provides critical interpretation and evaluation of the levels of motivation within the chosen organisation.	Provides consistently critical interpretation and evaluation of the levels of motivation within the chosen organisation.
Demonstrates basic ability to apply relevant motivational theory to the selected organisation.	Demonstrates limited ability to apply relevant motivational theory to the selected organisation.	Demonstrates adequate ability to apply relevant motivational theory to the selected organisation.	Demonstrates sound ability to apply relevant motivational theory to the selected organisation.	Demonstrates comprehensive ability to apply relevant motivational theory to the selected organisation.

(b) Discuss the key factors to be considered when designing motivating jobs at your chosen organisation with reference to appropriate theory.

(15 marks)

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Fail	Referral	Pass	Merit	Distinction
Demonstrates a basic understanding of the key factors that contribute to motivating jobs.	Demonstrates a limited understanding of the key factors that contribute to motivating jobs.	Demonstrates an adequate understanding of the key factors that contribute to motivating jobs.	Demonstrates a detailed understanding of the key factors that contribute to motivating jobs.	Demonstrates a comprehensive understanding of the key factors that contribute to motivating jobs.
Demonstrates a basic ability to apply relevant theory to chosen organisation.	Demonstrates a limited ability to apply relevant theory to chosen organisation.	Demonstrates an adequate ability to apply relevant theory to chosen organisation.	Demonstrates a sound ability to apply relevant theory to chosen organisation.	Demonstrates a comprehensive ability to apply relevant theory to chosen organisation.

Task 4 – 20 Marks

- (a) Discuss TWO (2) leadership styles that can be used effectively at your chosen organisation, using examples and referring to the Hersey and Blanchard model in your answer.

(10 marks)

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Provides a basic discussion of leadership styles within the context of the chosen organisation.	Provides a limited discussion of leadership styles within the context of the chosen organisation.	Provides an adequate discussion of leadership styles within the context of the chosen organisation.	Provides a sound discussion of leadership styles within the context of the chosen organisation.	Provides a coherent discussion of leadership styles within the context of the chosen organisation.
Demonstrates a basic ability to apply the Hersey and Blanchard model to the selected organisation.	Demonstrates a limited ability to apply the Hersey and Blanchard model to the selected organisation.	Demonstrates an adequate ability to apply the Hersey and Blanchard model to the selected organisation.	Demonstrates a sound ability to apply the Hersey and Blanchard model to the selected organisation.	Demonstrates a coherent ability to apply the Hersey and Blanchard model to the selected organisation.

- (b) Explain how the control process can be used within your chosen organisation to maintain the required levels of performance.

(10 marks)

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Demonstrates a basic understanding of the control process.	Demonstrates a limited understanding of the control process.	Demonstrates an adequate understanding of the control process.	Demonstrates a thorough understanding of the control process.	Demonstrates a compelling understanding of the control process.
Provides a basic interpretation of how the control process can maintain levels of performance.	Provides a limited interpretation of how the control process can maintain levels of performance.	Provides an adequate interpretation of how the control process can maintain levels of performance.	Provides a sound interpretation of how the control process can maintain levels of performance.	Provides a coherent interpretation of how the control process can maintain levels of performance.

Note to markers

Please take appropriate action for any malpractice (plagiarism, collusion, referencing issues etc.) discovered as per the *AQ_28-a01_Academic Misconduct Policy* document. Please also complete and submit the *Malpractice Declaration Form*.

Learning Outcomes matrix

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

Grade descriptors

Learning Outcome	Fail	Referral	Pass	Merit	Distinction
Analyse the function of management	Can basically identify, adapt and use appropriate skills, methods and procedures to reach basic solutions.	In a limited way, can identify, adapt and use appropriate skills, methods and procedures to reach limited solutions.	Can adequately Identify, adapt and use appropriate skills, methods and procedures to reach appropriate solutions.	Can soundly identify, adapt and use appropriate skills, methods and procedures to reach supported and appropriate solutions.	Can coherently identify, adapt and use appropriate skills, methods and procedures to reach well supported and highly appropriate solutions.
Examine the management decision-making process	Provides basic interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine.	Provides limited interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine.	Provides consistent interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine.	Provides critical interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine.	Provides consistently critical interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine.
Assess the use of management and organisational strategies	Use basic research to inform basic actions/ conclusions	Use limited research to inform limited actions/ conclusions	Use appropriate research to inform actions/ conclusions	Use detailed research to inform actions/ conclusions	Use thorough and detailed research to inform well supported actions
Analyse how management can influence	Has basic awareness of different	Has limited awareness of different	Has adequate awareness of different	Has sound, informed awareness of	Has comprehensive, well-informed

individual and group performance	perspectives or approaches within the area of study	perspectives or approaches within the area of study	perspectives or approaches within the area of study	different perspectives or approaches within the area of study	awareness of different perspectives or approaches within the area of study
Examine theories of leadership and control	Demonstrates basic ability to review the effectiveness and appropriateness of actions methods and results	Demonstrates limited ability to review the effectiveness and appropriateness of actions methods and results	Demonstrates adequate ability to review the effectiveness and appropriateness of actions methods and results	Demonstrates sound ability to review the effectiveness and appropriateness of actions methods and results	Demonstrates comprehensive ability to review the effectiveness and appropriateness of actions methods and results