Ofqual QAN	600/2480/X
Quartz ID	*SAMPLE*
Qualification	**Level 5 Diploma in Business**

Unit ID	*SAMPLE*
Assessment	**Agile and Responsive Leadership**
Assessment Type	**Global Assignment**
Assessment Cycle	*SAMPLE*

Sample 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.

Marker's comments:

Moderator's comments:

Mark:	Moderated mark:	Final mark:

Penalties applied for academic malpractice:

Important note on word counts: The word count for this assignment is 4,000 words.

Assignments which exceed the wordcount by more than 10% will be marked but markers must not read any words that exceed the 10% leeway, no marks will be awarded, and no feedback provided for any text beyond this prescribed limit. Markers must indicate on the script and in the marking breakdown the point at which the limit is reached which is, by definition, where they have stopped marking.

Task 1 – 25 Marks

a) Cleary define a problem that your chosen organisation is experiencing, by using a recognised problem-solving technique.

(10 marks)

Mark scheme

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Little or no definition of an organisational problem.	*Limited definition of an organisational problem.*	*Adequate definition of an organisational problem.*	*Good definition of an organisational problem.*	*Convincing definition of an organisational problem.*
Little or no application of a recognised problem-solving technique.	*Inadequate application of a recognised problem-solving technique.*	*Sufficient application of a recognised problem-solving technique.*	*Good application of a recognised problem-solving technique.*	*Comprehensive application of a recognised problem-solving technique.*
Marker's comments/justifications:				

b) Develop a clear project brief that will resolve the problem raised in part a) and outline the project scope, including key details in terms of project aims, budget, timeframe and intended results.

(15 marks)

Mark Scheme

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Little or no development of a clear project brief.	*Inadequate development of a clear project brief.*	*Sufficient development of a clear project brief.*	*Detailed development of a clear project brief.*	*Comprehensive development of a clear project brief.*
Little or no outline of the project scope.	*Inadequate outline of the project scope.*	*Sufficient outline of the project scope.*	*Good outline of the project scope.*	*Very good outline of the project scope.*
Little or no contextualisation to chosen organisation.	*Inadequate contextualisation to chosen organisation.*	*Sufficient contextualisation to chosen organisation.*	*Good contextualisation to chosen organisation.*	*Very good contextualisation to chosen organisation.*

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Marker's comments/justifications:	

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Task 2 – 30 Marks

a) Assess the challenges of the project for the chosen organisation **and** potential barriers to managing the project to a successful outcome, with use of tools and techniques.

(15 marks)

Mark scheme

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Little or no assessment of the challenges of the project.	*Inadequate assessment of the challenges of the project.*	*Sufficient assessment of the challenges of the project.*	*Detailed assessment of the challenges of the project.*	*Very detailed and thorough assessment of the challenges of the project.*
Little or no assessment of the barriers to managing the project.	*Inadequate assessment of the barriers to managing the project.*	*Sufficient assessment of the barriers to managing the project.*	*Detailed assessment of the barriers to managing the project.*	*Very detailed and thorough assessment of the barriers to managing the project.*
Little or no application of tools and techniques.	*Inadequate application of tools and techniques.*	*Sufficient application of tools and techniques.*	*Detailed application of tools and techniques.*	*Very detailed and thorough application of tools and techniques detailed.*
Marker's comments/justifications:				

b) Develop a project plan to manage the agile project to ensure it is delivered on time and within budget, using appropriate tools such as Gantt Chart and PERT analysis.

(15 marks)

Mark scheme

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Little or no development of a project plan.	*Inadequate development of a project plan.*	*Sufficient development of a project plan.*	*Detailed development of a project plan.*	*Very detailed and thorough development of a project plan.*
Little or no management of the agile project to deliver on time and within budget.	*Inadequate management of the agile project to deliver on time and within budget.*	*Sufficient management of the agile project to deliver on time and within budget.*	*Sound management of the agile project to deliver on time and within budget.*	*Very good management of the agile project to deliver on time and within budget.*
Little or no application of	*Inadequate application of*	*Sufficient application of*	*Sound application of*	*Very detailed and thorough*

appropriate tools such as Gant chart and PERT analysis.	appropriate tools such as Gant chart and PERT analysis.	appropriate tools such as Gant chart and PERT analysis.	appropriate tools such as Gant chart and PERT analysis.	application of appropriate tools such as Gant chart and PERT analysis.
Marker's comments/justifications:				

Task 3 — 25 marks

a) Justify an agile management approach **and** apply FIVE (5) ***** agile project management tools and techniques to successfully deliver your project.

*A total of FIVE (5) tools or FIVE (5) techniques or a combination of both.

(15 marks)

Mark scheme

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
Little to no justification of an agile management approach.	*Inadequate justification of an agile management approach.*	*Sufficient justification of an agile management approach.*	*Detailed justification of an agile management approach.*	*Very detailed and thorough justification of an agile management approach.*
Little or no application of agile project management tools and techniques.	*Inadequate application of agile project management tools and techniques.*	*Sufficient application of agile project management tools and techniques.*	*Detailed application of agile project management tools and techniques.*	*Comprehensive application of agile project management tools and techniques.*
Little or no contextual-isation.	*Inadequate contextual-isation.*	*Sufficient Contextual-isation.*	*Sound contextual-isation.*	*Detailed and thorough contextual-isation.*
Marker's comments/justifications:				

b) Explain the benefits that applying lean operations can contribute to your agile management approach.

(10 marks)

Mark Scheme

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Little or no explanation of the benefits of applying lean operations.	*Limited explanation of the benefits of applying lean operations.*	*Adequate explanation of the benefits of applying lean operations.*	*Sound explanation of the benefits of applying lean operations.*	*Detailed and thorough explanation of the benefits of applying lean operations.*
Little to no explanation of lean's contribution to	*Inadequate explanation of lean's contribution to*	*Sufficient explanation of lean's contribution to*	*Good explanation of lean's contribution to*	*Very good explanation of lean's contribution to*

agile management.	agile management.	agile management.	agile management.	agile management.
Marker's comments/justifications:				

Task 4 – 20 Marks

a) Propose a leadership style that you would deploy to influence your team to adopt an inclusive culture of equity, diversity and well-being.

(10 marks)

Mark scheme

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Little to no proposal of a leadership style.	*Inadequate proposal of a leadership style.*	*Sufficient proposal of a leadership style.*	*Detailed proposal of a leadership style.*	*Very detailed and thorough proposal of a leadership style.*
Little or no influence on team to adopt an inclusive culture.	*Inadequate influence on team to adopt an inclusive culture.*	*Sufficient influence on team to adopt an inclusive culture.*	*Solid influence on team to adopt an inclusive culture.*	*Detailed and thorough influence on team to adopt an inclusive culture.*
Marker's comments/justifications:				

b) Compile a stakeholder engagement plan to identify and manage stakeholder expectations during delivery of the project.

(10 marks)

Mark scheme

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Little to no compilation of a stakeholder engagement plan.	*Inadequate compilation of a stakeholder engagement plan.*	*Sufficient compilation of a stakeholder engagement plan.*	*Detailed compilation of a stakeholder engagement plan.*	*Very detailed and thorough compilation of a stakeholder engagement plan.*
Little or no identification and management of stakeholder expectations.	*Inadequate identification and management of stakeholder expectations.*	*Sufficient identification and management of stakeholder expectations.*	*Solid identification and management of stakeholder expectations.*	*Comprehensive identification and management of stakeholder expectations.*
Marker's comments/justifications:				

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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	2 and 6	Yes
2	1 and 2	Yes
3	3 and 4	Yes
4	5 and 6	Yes

Grade Descriptors

Learning Outcome	Fail	Referral	Pass	Merit	Distinction
Asses the importance and value of Agile Management in dealing with modern business challenges	Demonstrates little to no assessment of the importance and value of Agile Management in dealing with modern business challenges	Demonstrates an extremely limited assessment of the importance and value of Agile Management in dealing with modern business challenges	Demonstrates a satisfactory assessment of the importance and value of Agile Management in dealing with modern business challenges	Demonstrates a very good assessment of the importance and value of Agile Management in dealing with modern business challenges	Demonstrates an excellent assessment of the importance and value of Agile Management in dealing with modern business challenges
Explore the different tools and techniques that can be used as part of an agile management approach	Shows little to no exploration off the different tools and techniques that can be used as part of an agile management approach	Shows an extremely limited exploration of different tools and techniques that can be used as part of an agile management approach	Shows a satisfactory exploration of different tools and techniques that can be used as part of an agile management approach	Demonstrates a very good exploration of different tools and techniques that can be used as part of an agile management approach	Demonstrates an excellent exploration of different tools and techniques that can be used as part of an agile management approach
Analyse the role of lean practices in an agile management approach	Little to no analysis of the role of lean practices in an agile management approach	Limited analysis of the role of lean practices in an agile management approach	Satisfactory analysis of the role of lean practices in an agile management approach	Solid analysis of the role of lean practices in an agile management approach	Excellent analysis of the role of lean practices in an agile management approach
Examine the importance and use of agile project management in building an effective team to deliver project success	Demonstrates little to no examination of the importance and use of agile project management in building an effective team to	Demonstrates an extremely limited examination of the importance and use of agile project management in building an effective team to	Demonstrates a satisfactory examination of the importance and use of agile project management in building an effective team to	Demonstrates a very good examination of the importance and use of agile project management in building an effective team to	Demonstrates an excellent examination of the importance and use of agile project management in building an effective team to

	deliver project success	deliver project success	deliver project success	deliver project success	deliver project success
Justify the resources required to support the chosen product's market entry including staffing, materials / equipment, finance and timeframes	Little to no justification of the resources required to support the chosen product's market entry including staffing, materials/equipment, finance and timeframes	An extremely limited justification of the resources required to support the chosen product's market entry including staffing, materials/equipment, finance and timeframes	A satisfactory justification of the resources required to support the chosen product's market entry including staffing, materials/equipment, finance and timeframes	A very good justification of the resources required to support the chosen product's market entry including staffing, materials/equipment, finance and timeframes	An excellent justification of the resources required to support the chosen product's market entry including staffing, materials/equipment, finance and timeframes
Analyse the principles of people management	Demonstrates little analysis of the principles of people management	Demonstrates an extremely limited analysis of the principles of people management	Demonstrates a satisfactory analysis of the principles of people management	Demonstrates a solid analysis of the principles of people management	Demonstrates an excellent analysis of the principles of people management
Demonstrate responsive leadership and management	Little to no demonstration of responsive leadership and management	An extremely limited demonstration of responsive leadership and management	Satisfactory demonstration of responsive leadership and management	A very good demonstration of responsive leadership and management	An excellent demonstration of responsive leadership and management

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