

International Pre-Master's in Business
Quartz ID: 1274

Unit ID: 2346

International Business and Leadership

Global Examination

Sample Assessment

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.

Throughout the marking, please credit any valid alternative point.

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.

Candidate Name and ID number:		
Marker's comments:		
Moderator's comments:		
Mark:	Moderated mark:	Final mark:
Penalties applied for academic malpractice:		

SECTION A: Answer ALL questions. Total 17 marks.

**Answer these in your answer booklet – do NOT write on this Question Paper.
Write ONE (1) correct answer from A, B, C, or D for each question in your answer
booklet.**

Each question is worth 1 mark.

Marks

Question 1

Which of these traits should be seen more in leaders than managers?

1

- A** Organisational skills
- B** Empowerment
- C** Emotional intelligence
- D** Strategic vision

Mark Scheme

a. Strategic vision

Question 2

A group of medical experts have been asked to work together on a cure for dementia. Which leadership style, according to Hersey and Blanchard, would be the best to use as a project manager to enable a favourable outcome?

1

- A** Telling
- B** Delegating
- C** Selling
- D** Participating

Mark Scheme

b. Delegating

Question 3

A leader is conducting a market analysis on a potential new market for organisational growth. Unfortunately, the country is in recession and the leader is not sure the timing is right. This is a factor under which PESTLE element? **1**

- A Political
- B Environmental
- C Economical
- D Legal

Mark Scheme

c. Economical

Question 4

Which of these is a benefit of *Just in Time*? **1**

- A Improved quality of products
- B Increase in sales
- C Better customer service
- D Reduced inventory costs

Mark Scheme

d. Reduced inventory costs

Question 5

If an organisation decides to invest in research and development with the aim of introducing a new addition to their product portfolio, which part of the Ansoff matrix is this classed as? **1**

- A Product development
- B Market development
- C Diversification
- D Market penetration

Mark Scheme

a. Product development

Question 6

Which visual project management tool displays tasks along a timeline, helping teams plan, schedule and track project progress effectively? 1

- A To do list
- B PERT analysis
- C Gantt chart
- D Critical path method

Mark Scheme

c. Gantt chart

Question 7

If a manager makes a judgement on someone due to their initial behaviour on a project, or a distinguishing feature, such as accent or background, what is this known as? 1

- A Mirroring
- B Perpetual reasoning
- C Stereotyping
- D Emotional intelligence

Mark Scheme

c. Stereotyping

Question 8

If a product increases in price and buyers switch to a competitor's product, it is known as: 1

- A Price elasticity
- B Equilibrium point
- C Bullwhip effect
- D Price inelasticity

Mark Scheme

a. Price elasticity

Question 9

Which of these routes to entering a new international market is the least risky? **1**

- A A partnership deal
- B Exporting goods
- C Opening a foreign subsidiary
- D Forming a joint venture

Mark Scheme

b. Exporting goods

Question 10

A product has recently been launched but is struggling to establish itself in a market despite considerable marketing activities and expenditure. The product is classed as what, according to the BCG matrix? **1**

- A Rising star
- B Problem child
- C Cash cow
- D Dog

Mark Scheme

b. Problem child

Question 11

Which of the following best describes the qualities of an agile project management approach? **1**

- A Iterative, flexible, adaptable and continuous improvement
- B Traditional, linear, sequencing and structured
- C Flexible, linear, adaptable and unstructured
- D Inflexible, sequencing, modern and structured

Mark Scheme

a. Iterative, flexible, adaptable and continuous improvement

Question 12

Which of these factors are featured in Hofstede's dimensions of culture?

1

- A Power distance, collectivism and short-term orientation
- B Certainty assurance, long-term orientation and individualism
- C Femininity, collectivism and mid-term orientation
- D Individualism, collaboration and power distance

Mark Scheme

a. Power distance, collectivism and short-term orientation

Question 13

Which of these are methods of secondary research?

1

- A Focus group, survey and journal
- B Survey, interview and focus group
- C Literature review, journal and Government report
- D Government report, interview and journal

Mark Scheme

c. Literature review, journal and Government report

Question 14

Blockchain is classed as what technology?

1

- A The Cloud
- B The Internet
- C Cryptocurrency
- D Artificial Intelligence

Mark Scheme

d. Artificial Intelligence

Question 15

Which of the following are elements which make up the *Triple Bottom Line*? 1

- A People, Profit and Pollution
- B Planet, People and Products
- C Profit, Planet and People
- D People, Potential and Planet

Mark Scheme

c. Profit, Planet and People

Question 16

The use and development of computer systems that are able to acquire knowledge, evolve and adapt without following explicit instructions is classed as: 1

- A Machine Learning
- B Big Data Analytics
- C Fin Tech
- D Automation

Mark Scheme

a. Machine Learning

Question 17

What management model would enable a leader to understand the emotions that staff go through? 1

- A Lewin's Forcefield Analysis
- B SWOT Analysis
- C Kubler-Ross Change Model
- D Ansoff Matrix

Mark Scheme

c. Kubler-Ross change model

Total 17 Marks

SECTION B: Total 8 marks.

Marks

Question 18

This question shows a number of projects which are impacted by different external factors and are at different stages of the project lifecycle. **8**

Project 1: A vehicle manufacturer is working on its new flagship van aimed at small businesses to be launched in 2027. Its initial thoughts were that it would be a hybrid model but with the increase in the number of clean air zones in the UK and across European cities, and the implementation of new rules and regulations it is believed an electric van would be the best choice.

Project 2: A supermarket chain has decided to relaunch their own brand of no-frills products to help customers tackle the cost-of-living crisis which has seen energy and fuel prices soar. It was the Sales Director's idea and after one month, a project progress meeting is held to see whether sales targets have been met and what can be done to support staffs' progress and actions.

Project 3: A mobility scooter manufacturer is reviewing the performance of its leading models to see whether any changes to its accompanying services, such as extended warranties or improvements to specifications, can be made. These changes should enable the company to more closely align its products and services with the growing number of the elderly population across its international customer base requiring mobility assistance.

Project 4: An organisation is implementing a new management system to keep up to date with competitors and enable better transparency and decision making across the organisation to aid new market growth. The IT manager decides to hold a meeting to discuss each person's role to aid successful delivery of the project. Different activities have been highlighted and an estimate of their expected duration with start and finish times have been pencilled in to be agreed at the meeting.

You are required to match each PESTLE factor and project lifecycle stage with each project scenario, based on the descriptions provided. You can only use each option once:

Deliver	Design
Legal	Social
Develop	Define
Economic	Technological

Project	PESTLE factor	Project Lifecycle Stage
1		
2		
3		
4		

Total 8 Marks

Mark Scheme

Project	PESTLE factor	Project Lifecycle Stage
1	<i>Legal</i>	<i>Define</i>
2	<i>Economic</i>	<i>Deliver</i>
3	<i>Social</i>	<i>Develop</i>
4	<i>Technological</i>	<i>Design</i>

1 mark for each correct PESTLE factor and each correct Project Lifecycle Stage up to a total of 8 marks.

Rationale (not required for credit):

Project 1 – this details the initial stages of conceptualising the new van (which is at the define stage) to attract new customers at a time when there are an increasing number of new clean air zones governed by rules/regulations (and impacted by legal factors).

Project 2 – the supermarket has relaunched its no-frills brand to combat the cost-of-living crisis that has seen energy and fuel costs rise (i.e. economic factors). The Sales Director is seeking a progress report which means they are currently delivering the project.

Project 3 – the mobility scooter manufacturer is reviewing its products and services to see if it can more closely align its products/services with the growing ageing population. This means that due to social factors demand is increasing and the evaluation of product performance with a view to making improvements means that the project lifecycle stage is Develop.

Project 4 – the organisation is planning how to deliver the roll out of the new management system and therefore is at the designing the project stage of assigning roles/tasks and agreeing start and finish times. This is a technological intervention to improve competitiveness in the market.

SECTION C: Answer ALL questions. Total 75 marks.

Marks

Question 19

A Sales and Marketing Director of a large organisation is considering whether to expand into a new international market.

- a) Explain THREE (3) challenges facing organisations trading internationally in 2025 which may impact the Sales and Marketing Director's decision. **15**

Mark Scheme

Challenges can include any of the following:

- ***Climate Change – depending on sector may include harvesting, use of electric vehicles or carefully choosing transport networks to reduce carbon emissions.***
- ***Trade tariffs – may affect the country chosen to trade with as the company would be at a disadvantage to the home nation's products.***
- ***Wars and civil unrest – this can create uncertainty and danger for partners or staff attempting to trade with or work in the country in question.***
- ***Cost of living crisis – with the volatility of international business, the increased cost of oil and rising prices of energy has put pressure on most companies to increase prices and impacted on the importance of certain products for buyers and what they are purchasing. Is the target market worth pursuing?***
- ***Aftermath of the Covid-19 pandemic – many companies unfortunately struggled with trade and cashflow during this period. This means that any companies that the company is partnering with or trading with will need checking in terms of cashflow, liquidity and financial stability – to pay invoices or supply goods.***
- ***Increase in regulations and border checks – since Covid-19 and Brexit there has been an increase in export documentation and customs checks. It is worth the manager checking the amount of trade through imports the country is dealing with, similar companies trading and is the country very familiar with checks and paperwork required for international trade.***
- ***Exchange rate fluctuations – this may impact on the timing of the deal and the necessity to manage the risk with exchange rate fluctuation (often through hedging).***

Up to a total of 5 marks for each challenge:

- ***1 mark for the challenge identified.***
- ***1 mark for an explanation of the challenge.***
- ***1 mark for a clear understanding of the impact on international trade.***
- ***2 marks for an explanation of how the challenge will impact the director's decision making (1 mark for the connection and 1 mark for an example to demonstrate the point).***

- b) Choose ONE (1) of the challenges from part (a) and propose ways that the Sales and Marketing Director can reduce the impact of the challenge on international growth. 5

Mark Scheme

- *A director can research the chosen territory or country that is being planned to export to or trade with much more rigour.*
- *Check the level of tariffs across different countries and identify those that have low tariffs or no/limited trade restrictions.*
- *A director can avoid countries that are involved in wars or civil unrest – choosing countries which are stable, growing in terms of trade and eager to purchase the products on offer.*
- *A director can ensure that the product(s) chosen to export are not overly affected by supply and demand issues (e.g. price elasticity) or seasonal variations.*
- *A director can carry out more rigorous supplier appraisals and financial checks on partners or important customers to reduce the level of risk e.g. to mitigate against cashflow and liquidity problems – to ensure invoices are paid or goods supplied reliably.*
- *A director needs to research the extra paperwork and border checks needed to seamlessly trade internationally and reduce delays and any customs problems.*
- *A director needs to monitor markets closely to ensure that he/she chooses the most opportune time to trade – to not lose money due to exchange rate currency fluctuations.*

Up to 5 marks for proposing a way that the Sales and Marketing Director can reduce the impact of the challenge on international growth:

- *1 mark for the identification and brief explanation of the challenge.*
- *2 marks per action that the Director can take to reduce the impact:*
 - *1 mark for identifying the action, and*
 - *1 mark for an explanation on why it would be effective.*

Marks

5

- c) Identify the SIX (6) steps to effective problem solving that will enable the manager to resolve any problems expanding internationally.

Mark Scheme

Steps to effective problem solving include:

- 1. Identify the problem**
- 2. Gather information**
- 3. Generate solutions**
- 4. Evaluate options**
- 5. Implement the best solution**
- 6. Monitor and adjust**

5 marks for identifying all 6 steps. 4 marks for identifying only 4-5 steps. 3 marks for identifying only 3 steps. 2 marks for identifying only 2 steps. 1 mark for identifying only 1 step. 0 marks for identifying 0 steps.

Total 25 Marks

Question 20

Artificial Intelligence (AI) is expected to revolutionise the workplace.

- a) Define Artificial Intelligence (AI) and explain why it is so important to modern businesses, using THREE (3) examples.

6

Mark Scheme

Up to 3 marks for a definition of AI:

Artificial intelligence (AI), the ability of a digital computer or computer-controlled robots to perform tasks commonly associated with intelligent beings (1 mark). The term is frequently applied to the project of developing systems endowed with the intellectual processes characteristic of humans, such as the ability to reason, discover meaning, generalise, or learn from past experience (1 mark). Despite continuing advances in computer processing speed and memory capacity, there are no programs that can match full human flexibility over wider domains or in tasks requiring much everyday knowledge. AI can include robotics, machine learning, blockchain and data analytics (1 mark).

Importance to modern businesses:

- *Chatbots – provide support continuously; reducing simple questions reaching staff.*
- *Predictive analytics – forecast demands and optimise pricing strategies.*
- *Data analysis – identify trends in large datasets, which can be used to make informed decisions.*
- *Use AI to spot unusual transactions being made and identify security threats quickly.*
- *Identify gaps in market through data analysis.*
- *AI optimises resource allocation, staff scheduling and other supply chain management tasks.*

Up to 3 marks for why AI is so important to modern business (1 mark per example).

- b) Explore THREE (3) ways that AI can be deployed in an organisation to achieve better results. 9

Mark Scheme

- **Automating repetitive tasks e.g. data input, administrative tasks, checking email, generating reports and payroll etc.**
- **Content creation – tools like ChatGPT, Google Gemini, and Jasper enable users to input text prompts to quickly generate new drafts of written content such as outlines, emails, or blog posts.**
- **Processing and analysing vast amounts of data at speeds and scale far beyond human capabilities.**
- **Machine learning algorithms are used by marketing teams to analyse data, identify customer trends and patterns, optimise marketing campaigns and strategies, and enhance the customer experience.**
- **Enhance customer service – by using AI chat boxes to resolve any problems or issues.**
- **As cyberattacks become more sophisticated, security teams need the latest technology to detect and reduce the risk of emerging threats.**

Any other way that AI can achieve better results with a clear rationale.

Up to 3 marks for each way that AI can improve results in an organisation:

- **1 mark for the option identified.**
- **1 mark for the explanation of how the option can improve results.**
- **1 mark for an example to demonstrate the point.**

- c) Discuss TWO (2) advantages and TWO (2) disadvantages of adopting AI to modern businesses. Determine whether AI is a positive or negative development in technology and justify your view. **10**

Mark Scheme

Advantages of adopting AI include:

- **Better efficiency**
- **Savings**
- **Reduced staff headcount**
- **Less human errors**
- **Opportunity for staff to concentrate on more important issues.**

Disadvantages of adopting AI can include:

- **Initial high costs of investment**
- **Staff resistance**
- **Need for training**
- **Organisational culture change**
- **Impact on the day-to-day operations.**

Up to 2 marks for each advantage and disadvantage (2 required for each).

1 mark for identifying the advantage/disadvantage.

1 mark for an explanation of how this advantages/disadvantages a business.

2 marks for a justification of whether the adoption of AI is positive or negative.

Total 25 Marks

Question 21

- a) Explain what Emotional Intelligence is and its importance for effective leadership in international business by using THREE (3) workplace examples. **15**

Mark Scheme

Up to 3 marks for a definition of Emotional Intelligence:

Emotional intelligence (EI) refers to the ability to perceive, understand, and manage one's own emotions and relationships (1 mark). It involves being aware of emotions in oneself and others and using this awareness to guide thinking and behaviour (1 mark). Emotionally intelligent individuals can motivate themselves, read social cues, and build strong relationships (1 mark).

Some researchers propose that EI can be learned and strengthened, while others argue it is an inborn characteristic.

Importance to effective leadership in international business includes the following factors:

- **Enables better decision making**
- **Reading of situations with international clients**
- **Ability to motivate team members to get on board with plans**
- **Delivering of more intuitive messages to staff about international plans**
- **Enhanced ability to resolve any issues of problems.**

Up to 6 marks for the importance of EI on effective leadership in international business.

- **1 mark for identifying each reason, and**
- **1 mark for an explanation of each reason.**

Each EI component identified with an explanation of how it can enable effective leadership in international business:

- **Self-awareness**
- **Self-regulation**
- **Empathy**
- **Social skills**
- **Motivation**
- **Cultural adaptability.**

Up to 6 marks for use of appropriate workplace examples:

- **1 mark for each example identified, and**
- **1 mark for a justification of how the EI discussed enables effective leadership for an international business.**

- b) Outline FOUR (4) ways that agile leadership differs from traditional approaches and explain whether you believe one leadership approach is better than the other, giving justification in your answer. **10**

Mark Scheme

Agile Leadership focuses on:

- *Measuring value delivered*
- *Flexible, iterative and proactive*
- *Uses non-hierarchical teams*
- *Experiments with new ideas and novel solutions*
- *Creates processes that work*
- *Believes results can increase productivity*
- *Uses continuous feedback loops to help teams learn and grow*

Traditional leadership:

- *Top-down decision making*
- *Planned, linear and rigid systems*
- *Focuses on time-based employment*
- *Follows already established processes*
- *Only hires the best of the best*
- *Annual appraisals are enough to measure performance*

A maximum of 8 marks for the analysis on agile leadership and traditional approaches (4 required in total).

1 mark per point identified.

1 mark per explanation of the point.

2 marks for justification of whether agile or traditional leadership is best. Which will depend on the situation in terms of certainty and complexity of project or task, culture and structure of the organisation, type of work and style and approach of managers and leaders.

Total 25 Marks

End of paper

Learning Outcomes Matrix

Question	Learning Outcomes / Assessment Criteria assessed	Markers can differentiate between varying levels of achievement
1	AC 2.1	Yes
2	AC 2.3	Yes
3	AC 1.3	Yes
4	AC 5.6	Yes
5	AC 7.1	Yes
6	AC 5.4	Yes
7	AC 5.10	Yes
8	AC 1.1	Yes
9	AC 1.2	Yes
10	AC 3.2	Yes
11	AC 2.9	Yes
12	AC 5.11	Yes
13	AC 5.3	Yes
14	AC 6.2	Yes
15	AC 1.3	Yes
16	AC 6.2	Yes
17	AC 7.1	Yes
18	AC 1.3, 7.1	Yes
19 (a)	AC 1.4	Yes
19 (b)	AC 7.3	Yes
19 (c)	AC 2.1	Yes
20 (a)	AC 6.2	Yes
20 (b)	AC 6.1	Yes
20 (c)	AC 6.1	Yes
21 (a)	AC 2.5	Yes
21 (b)	AC 2.6	Yes

Grade Descriptors

Learning Outcome	Fail	Referral	Pass	Merit	Distinction
1. Be able to recognise the importance of International Business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques	Demonstrates little to no recognition of the importance of International Business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques	Demonstrates an extremely limited recognition of the importance of International Business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques	Demonstrates a satisfactory recognition of the importance of International Business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques	Demonstrates a very good recognition of the importance of International Business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques	Demonstrates an excellent recognition of the importance of International Business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques
2. Be able to discuss the importance of effective leadership and the qualities and responsibilities of leaders appropriate for international business	Demonstrates little to no discussion of the importance of effective leadership and the qualities and responsibilities of leaders appropriate for international business	Demonstrates an extremely limited discussion of the importance of effective leadership and the qualities and responsibilities of leaders appropriate for international business	Demonstrates a satisfactory discussion of the importance of effective leadership and the qualities and responsibilities of leaders appropriate for international business	Demonstrates a very good discussion of the importance of effective leadership and the qualities and responsibilities of leaders appropriate for international business	Demonstrates an excellent discussion of the importance of effective leadership and the qualities and responsibilities of leaders appropriate for international business
3. Be able to explain the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions and plans	Shows little to no explanation of the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions and plans	Shows a limited explanation of the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions and plans	Shows a satisfactory explanation of the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions and plans	Shows a solid explanation of the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions and plans	Shows an excellent explanation of the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions
4. Be able to identify information needed to meet a project's requirements, apply appropriate research methods to gather	Demonstrates little to no ability to identify information needed to meet a project's requirements, apply appropriate research	Demonstrates an extremely limited ability to identify information needed to meet a project's requirements, apply appropriate	Demonstrates a satisfactory ability to identify information needed to meet a project's requirements, apply appropriate	Demonstrates a very good ability to identify information needed to meet a project's requirements, apply appropriate research	Demonstrates an excellent ability to identify information needed to meet a project's requirements, apply appropriate

the information and analyse information to inform the project and make recommendations	methods to gather the information and analyse information to inform the project and make recommendations	research methods to gather the information and analyse information to inform the project and make recommendations	research methods to gather the information and analyse information to inform the project and make recommendations	methods to gather the information and analyse information to inform the project and make recommendations	research methods to gather the information and analyse information to inform the project and make recommendations
5. Be able to recognise the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success or the organisation/project	Demonstrates little to no recognition of the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success or the organisation/project	Demonstrates an extremely limited recognition of the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success or the organisation/project	Demonstrates a satisfactory recognition of the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success or the organisation/project	Demonstrates a very good recognition of the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success or the organisation/project	Demonstrates an excellent recognition of the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success or the organisation/project
6. Be able to explain the emergence of new technologies and their impact on an organisation's digital strategy and its operations	Shows little to no explanation of the emergence of new technologies and their impact on an organisation's digital strategy and its operations	Shows an extremely limited explanation of the emergence of new technologies and their impact on an organisation's digital strategy and its operations	Shows a satisfactory explanation of the emergence of new technologies and their impact on an organisation's digital strategy and its operations	Shows a solid explanation of the emergence of new technologies and their impact on an organisation's digital strategy and its operations	Shows an excellent explanation of the emergence of new technologies and their impact on an organisation's digital strategy and its operations
7. Be able to manage strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process	Demonstrates little to no management of strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process	Demonstrates an extremely limited management of strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process	Demonstrates a satisfactory management of strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process	Demonstrates a very good management of strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process	Demonstrates an excellent management of strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process