



Ofqual QAN	600/0406/X
Quartz ID	1156 / 1157
Qualification	Level 4 Diploma in Business

Unit ID	2217
Assessment	Leadership & Entrepreneurship
Assessment Type	Global Assignment
Assessment Cycle	<i>SAMPLE</i>

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:
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Penalties applied for academic malpractice:
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Important note on word counts:

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 – 20 Marks

During the pilot launch, you notice that team members are unsure how to prioritise their tasks and are waiting for constant direction.

Identify and explain TWO (2) leadership behaviours you will use to provide clarity and focus in this entrepreneurial environment. Include ways your communication style will support these behaviours within the Sustain & Synch team.

Indicative Content:

- Leadership behaviours: providing structure and vision, setting priorities, proactive delegation, encouraging initiative.
- Communication styles: assertive communication, clear expectations, consistent messaging, visual task planning (e.g. shared dashboards).

Strong responses will include:

- Examples such as holding a daily briefing to clarify goals and empowering team members to take ownership of tasks.
- Explanation of why a chosen behaviour builds confidence in fast-paced, uncertain environments.
- Consideration of diverse team needs (e.g. volunteers vs. developers) in communication choices.

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
<i>Minimal or no understanding of leadership behaviours in entrepreneurial environments.</i>	<i>Limited explanation of leadership behaviours with weak links to entrepreneurial demands.</i>	<i>Satisfactory understanding of TWO (2) appropriate leadership behaviours.</i>	<i>Good explanation of how TWO (2) leadership behaviours support clarity and focus in the scenario.</i>	<i>Excellent explanation of TWO (2) leadership behaviours appropriate to this scenario supported by relevant examples</i>
<i>Little or no reference to communication strategies or team context.</i>	<i>Communication methods are vague or generic.</i>	<i>Communication styles mentioned with some contextual relevance to</i>	<i>Communication is discussed in relation to the diverse team.</i>	<i>Communication style is tailored to team composition and aligned with entrepreneurial</i>

		Sustain & Synch.		and CR&S values.
Marker's Comments/Justifications:				

Task 2 – 20 Marks

A major funder has suggested a last-minute change that would require launching the pilot with a partially tested feature. The founders want your input.

Identify ONE (1) entrepreneurial trait that will support you in making this decision. Explain how this trait influences your response, and how you will communicate the decision to maintain motivation in the team.

Indicative Content:

- Entrepreneurial traits: risk awareness, decisiveness, resilience, courage, adaptability.
- Influence on decision: balancing innovation with delivery standards, evaluating stakeholder impact.
- Communication: transparency, reassurance, explaining rationale, encouraging team focus.

Strong responses will include:

- Realistic justification for either accepting or declining the feature.
- A balanced analysis of impact on trust, delivery, and CR&S ethos.
- Clear plan for how the decision is framed and shared with the team (e.g. via team meeting with space for Q&A).

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
No relevant entrepreneurial traits identified.	Limited identification of an entrepreneurial trait or generic trait discussed.	A reasonable entrepreneurial trait identified with satisfactory explanation of how it supports decision-making.	Good identification of an entrepreneurial trait and good explanation of how the trait supports the scenario	Well-justified trait with strong links to scenario. Decision explained in a balanced and ethical manner.

No clear decision or rationale provided.	unclear link to decision-making or communication.	Some mention of team communication.	Communication discussed with some attention to motivation.	Motivational communication clearly articulated.
Marker's Comments/Justifications :				

Task 3 – 20 Marks

You've introduced a new tracking tool for community engagement data, but the team are reluctant to use it and some are reverting to old methods.

Describe ONE (1) leadership approach you will use to improve adoption of the new tool and explain how you will guide your team through this period of change whilst also incorporating Sustain & Synch's values.

Indicative Content:

- Leadership approach: transformational, coaching, or participative leadership.
- Change support: training sessions, mentoring, involving the team in improvements.
- Aligning with values: showing how the tool supports transparency, community benefit, or environmental outcomes.

Strong responses will include:

- A specific action plan (e.g. pairing experienced users with reluctant ones).
- Reference to inclusive support methods that reflect CR&S principles.
- Recognition of resistance to change and strategies to overcome it empathetically.

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
No relevant leadership approach identified	Limited identification of leadership approach	Satisfactory description of a leadership approach is presented	Good description of a leadership approach with a clear plan to address resistance and support adoption	A comprehensive description of a specific leadership approach, aligned with Sustain & Synch's CR&S mission
Response lacks strategy for guiding change. No reference to organisational values.	Limited application to change scenario or CR&S values.	Satisfactory reference to guiding change and linking to values.	Response clearly references team guidance and values.	Comprehensive handling of resistance and inclusive practice.

Marker's Comments/Justifications:	
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Task 4 – 20 Marks

Sustain & Synch’s mission is “Technology that empowers community-led environmental change.”

You’re preparing a team briefing for the second week of the pilot.

Analyse how you will use this briefing to help the team connect their work with the company’s wider purpose. Also include one communication method or message you’ll use to keep them aligned.

Indicative Content:

- Communicating vision and purpose: storytelling, linking tasks to social/environmental impact, recognising contribution.
- Communication methods: visual slides, team stories, values-based statements.
- Sustaining alignment: weekly reflections, CR&S framing of work, shared goals.

Strong responses will include:

- A compelling narrative (e.g. “Your work on this feature helps the community reduce its carbon footprint”).
- Choice of communication method that reflects the team makeup and setting (e.g. visuals in short stand-up briefings).
- Reference to CR&S mission and emotional engagement.

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
<i>No clear attempt to link work to mission</i>	<i>Limited analysis of team alignment to mission</i>	<i>Satisfactory explanation of linking tasks to purpose</i>	<i>Good explanation of how to use the briefing to connect team work to wider purpose</i>	<i>Strong, inspiring message that connects team contributions to CR&S goals.</i>
<i>Communication strategy is absent or irrelevant.</i>	<i>Communication method lacks relevance and/or detail.</i>	<i>A communication method is included with some relevance and detail.</i>	<i>Communication method chosen to suit the team.</i>	<i>Method is clearly justified and enhances alignment.</i>

Marker's Comments/Justifications:	
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Task 5 – 20 Marks

ONE (1) team member proposes using simplified consent forms to speed up community data collection.

You are concerned this might compromise ethical standards.

Explain how you would lead the conversation to uphold the organisation's CR&S values while keeping the team member engaged. Include ways to help them learn from this and still feel confident to suggest ideas.

Indicative Content:

- Leadership behaviours: respectful challenge, clarity on ethical boundaries, inclusive dialogue.
- CR&S values: transparency, protecting community rights, accountability.
- Developmental feedback: encouraging learning, offering alternatives (e.g. redesigning but maintaining clarity), recognising intent.

Strong responses will include:

- Scenario-based explanation of how to redirect the idea without dismissing it.
- Encouraging the team member's input while reaffirming ethical standards.
- Follow-up actions (e.g. training on informed consent or involving them in redesign).

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
<i>No evidence of ethical leadership or CR&S understanding.</i>	<i>Ethical concern acknowledged but response is unclear and limited.</i>	<i>Satisfactory approach to uphold standards is described.</i>	<i>A good approach is explained, balancing values and team input.</i>	<i>Ethical leadership explanation is strong and well-aligned with CR&S ethos.</i>
<i>Feedback approach is missing or inappropriate.</i>	<i>Limited consideration of how support the team member.</i>	<i>Some effort to maintain team morale and openness is referenced.</i>	<i>Clear strategy for feedback and encouragement is explained.</i>	<i>A comprehensive explanation of how to provide constructive, confidence-building feedback provided with an example of</i>

				<i>how to involve the team member in solutions.</i>
Marker's Comments/Justifications:				

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	1.1, 1.2	Yes
2	2.1, 2,3	Yes
3	3.1, 3,3	Yes
4	4.1, 4,2	Yes
5	5.4	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
LO1	Describes leadership behaviours relevant to entrepreneurial teams.	Explains how communication styles support leadership in dynamic settings.	Provides applied insight into leadership behaviours and communication with strong relevance to the scenario.
LO2	Identifies an entrepreneurial trait with basic relevance to the situation.	Explains how this trait influences decision-making and team motivation.	Analyses how entrepreneurial traits shape ethical decision-making and morale in uncertain environments.
LO3	Outlines a leadership approach and its purpose in a change scenario.	Explains how this approach supports team engagement and aligns with values.	Demonstrates strategic application of leadership in change with strong alignment to CR&S principles.
LO4	Recognises how mission and purpose relate to team tasks.	Explains how communication supports team alignment to the organisational purpose.	Evaluates how to embed CR&S values through effective communication and connection to vision and goals.
LO5	Acknowledges ethical concerns and the need for respectful communication.	Describes a fair response to uphold CR&S while keeping the team engaged.	Demonstrates inclusive and values-based leadership through a constructive and ethical feedback strategy.