Ofqual QAN	600/1325/4
Quartz ID	*SAMPLE*
Qualification	**Level 4 Diploma in Business**

Unit ID	*SAMPLE*
Assessment	**Organisational Culture and Collaboration**
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 1,500 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 – [AC 1.2] – 20 Marks

As part of your team's preparation, you are analysing the working culture at Next Day Community Partnerships.

Identify TWO (2) key components of organisational culture that are visible in the teams **and** analyse their influence on how day-to-day work is carried out.

Use specific examples from the Next Day Community Partnerships scenario to support your answer.

Indicative Content:
- *Key components: shared values, leadership styles, communication methods, rituals, norms.*
- *Influence: decision-making speed, feedback practices, collaboration, working hours.*

Strong responses will include:
- *Examples such as departments with informal communication causing confusion or lack of cohesion across team practices.*
- *Analysis of how specific components directly affect everyday operations (e.g. hierarchical leadership stifling initiative).*
- *Use of scenario-based examples (e.g. culturally diverse teams interpreting leadership behaviour differently).*

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Little to no understanding of cultural components and their effect on operations	*Limited analysis of cultural elements.*	*Satisfactory identification of cultural components with some relevant analysis.*	*Good analysis with clear links between cultural components and team behaviours.*	*Comprehensive understanding with strong analysis.*
Very limited or no reference to the scenario.	*Limited scenario reference.*	*Satisfactory scenario application.*	*Relevant examples and good links to scenario.*	*Highly relevant examples, and excellent application to the scenario.*
Marker's Comments/Justifications:				

Task 2 – [AC 1.4] – 20 Marks

During cross-team workshops, several team members have raised concerns about inconsistent expectations and decision-making.

Evaluate how organisational culture is influencing decision-making and organisational values within Next Day Community Partnerships.

Refer to how these cultural aspects are affecting your team's ability to complete collaborative tasks effectively.

Indicative Content:
- *Influence of cultural elements on decision processes: autonomy vs. control, communication gaps, unclear roles.*
- *Relationship between stated organisational values and actual behaviours.*

Strong responses will include:
- *Examples of decisions being delayed due to lack of trust or over-reliance on senior sign-off.*
- *Discussion on values disconnect (e.g. CR&S commitments vs. short-term pressures).*
- *Consideration of how values can realign culture to improve team coherence.*

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Little understanding of culture's effect on values and decision-making.	*Limited evaluation with some general or unsupported points.*	*Satisfactory explanation with relevant discussion of how culture affects decisions and values.*	*Cultural impacts on collaboration are clearly articulated.*	*Comprehensive evaluation, demonstrating how culture shapes values and collaborative performance.*
Minimal scenario relevance.	*Basic reference to the scenario.*	*Scenario examples may be present but underdeveloped in part.*	*Good evaluation with strong links to scenario.*	*Insightful and consistent scenario application.*
Marker's Comments/Justifications:				

Task 3 – [ACs 2.2, 2.3] – 20 Marks

You have observed tension between departments that is limiting communication and slowing project progress.

Analyse how cultural misalignment may be impacting collaboration in Next Day Community Partnerships **and** identify ONE (1) leadership action that could support better cultural alignment and improve cohesion.

Indicative Content:
- *Examples of misalignment: departmental rivalry, unclear joint goals, contrasting communication norms.*
- *Leadership action: setting joint targets, open dialogue, modelling inclusive behaviour.*

Strong responses will include:
- *Explanation of how alignment issues disrupt project workflows or trust.*
- *Practical leadership actions such as cross-department meetings or culture workshops.*
- *Clear link between action taken and resulting cultural/operational improvement.*

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Little or no understanding of misalignment.	*Limited analysis of misalignment and unclear leadership action.*	*Satisfactory discussion of cultural misalignment and reasonable leadership suggestion.*	*Good analysis of misalignment with practical leadership action clearly identified.*	*Comprehensive analysis of cultural misalignment and strong, well-justified leadership strategy.*
Little or no understanding of the role of leadership in the scenario.	*Limited link to scenario.*	*Satisfactory link to scenario.*	*Good links to scenario.*	*Comprehensively linked to scenario outcomes.*
Marker's Comments/Justifications:				

Task 4 – [AC 3.1] – 20 Marks

The leadership team at Next Day Community Partnerships is exploring ways to improve collaboration during cultural change. They have asked you, as a team leader, to prepare a briefing note to share your thoughts on this with senior management.

Include the following in the briefing note:
- A professional style and layout.
- TWO (2) key principles that underpin team collaboration **and** an explanation of how these principles can improve collaboration during a cultural change.

Indicative content:

Learners may choose from a range of principles that underpin effective team collaboration, such as trust, communication, shared goals, inclusivity, psychological safety, accountability, mutual respect, or role clarity.

A good answer will clearly identify and analyse two principles, showing how they operate in practice rather than just describing them. It will explain how these principles strengthen trust, synergy, and shared values within teams, particularly during cultural change. The briefing note will adopt a professional structure and tone, making practical connections between principles of collaboration and performance outcomes (e.g. improved cohesion, reduced misunderstandings, sustained motivation). Strong answers will provide applied examples to illustrate analysis and show insight into how leadership can embed these principles in real organisational settings.

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Shows little understanding of the principles of collaboration, with little or no attempt to analyse their impact on trust, synergy, or shared values.	***Provides a limited attempt to identify principles of collaboration, with limited analysis of how they support trust or cohesion.***	***Offers a satisfactory analysis of two principles of collaboration, showing satisfactory awareness of how they relate to trust, synergy, and shared values.***	***Provides a good analysis of two chosen principles, supported by a good explanation of how they strengthen collaboration, trust, and values during cultural change.***	***Shows a comprehensive analysis of two principles of collaboration, with a comprehensive and critical assessment of their role in building trust, synergy, and cohesion.***
Provides little evidence of a briefing note format, and little link is made to cultural change or performance outcomes.	***Response is limited in detail, with only partial or vague links to cultural change and team performance***	***Briefing note format is used with satisfactory structure, and some connections are made between principles,***	***Response is good in clarity and structure, with practical examples showing how leadership can embed these principles to***	***Briefing note is comprehensive in style and application, using well-chosen examples and demonstrating clear insight***

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		cultural change, and performance, though this is underdeveloped.	*improve team performance.*	*into how leadership embeds principles to sustain performance through cultural change.*
Marker's Comments/Justifications:				

Task 5 – [ACs 4.3, 4.4] – 20 Marks

In a recent project meeting, conflict arose between staff from two different departments. Differences in communication styles and expectations were at the root of the issue.

You have been asked to mediate this conflict.

Write the script for the opening part of the mediation meeting. The script should include recognition of the conflict types, leadership techniques that will be used to address the conflict, and actions that will be taken during the mediation process to maintain team cohesion.

Indicative content:

Learners should demonstrate understanding of the types of conflict in culturally diverse teams, such as task conflict, relationship conflict, communication style differences, and values clashes.

They should show how leaders can mediate these conflicts using strategies like active listening, reframing misunderstandings, cultural sensitivity, and setting ground rules, and assess how such approaches help to resolve conflict, rebuild trust, maintain cohesion, and sustain performance.

A strong answer will provide a clear and realistic mediation script that recognises different types of conflict within culturally diverse teams, such as task, relationship, and communication style differences, while critically assessing the leader's role in resolving these issues, restoring trust, maintaining cohesion, and sustaining performance through specific, culturally sensitive strategies.

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Demonstrates little understanding of the types of conflict in culturally diverse teams, with little or no reference to leadership's role.	*Provides a limited attempt to identify conflict types and a limited description of leadership actions, though coverage is superficial.*	*Offers a satisfactory explanation of different types of conflict in diverse teams, with some assessment of leadership strategies.*	*Provides a good analysis of several types of conflict, supported by a good assessment of leadership's role in resolving them.*	*Shows a comprehensive analysis of conflict types with a comprehensive and critical assessment of leadership approaches, well applied to the scenario.*
Shows little evidence of analysis; the script is incomplete or irrelevant with little link to	*Analysis is limited and does not fully connect conflict resolution to team cohesion*	*Script demonstrates satisfactory awareness of how leadership can maintain cohesion,*	*Script is good in realism and structure, showing how leadership actions can support*	*Script is comprehensive in detail, demonstrating realistic leadership behaviours and*

cohesion or performance	*or sustained performance.*	*though links to performance are uneven or underdeveloped.*	*cohesion and performance with relevant examples.*	*clearly linking mediation to trust, cohesion, and sustained performance.*
Marker's Comments/Justifications:				

Organisational Culture and Collaboration

Learning Outcomes Matrix

Question	Learning Outcomes / Assessment Criteria assessed	Marker can differentiate between varying levels of achievement
1	1.2	Yes
2	1.4	Yes
3	2.2, 2.3	Yes
4	3.1	Yes
5	4.3, 4.4	Yes

Grade Descriptors

Learning Outcome	Pass	Merit	Distinction
LO1: Analyse the concept of organisational culture.	Satisfactory understanding of the key components of organisational culture and how they shape work practices. Limited analysis of types and their effect on outcomes.	Good understanding of cultural influence on behaviours, values, and practices. Clear and relevant evaluation of culture types.	Comprehensive evaluation of organisational culture with critical insight into how it drives decision-making, values, and business results. Excellent contextual examples provided.
LO2: Identify and explore how organisational culture affects team collaboration.	Satisfactory recognition of how cultural features affect teamwork. Basic analysis of the link to collaboration	Good analysis of how shared values and norms impact cohesion and productivity.	Comprehensive insight into cultural influences on collaboration, with clear examples and well-supported evaluation of team alignment.
LO3: Analyse the key principles of effective collaboration.	Recognition of two principles of effective collaboration, with some consideration of how they relate to trust, synergy, and shared values. Analysis is limited but shows awareness of cultural change and its impact on performance.	Clear analysis and consideration of two principles of collaboration, with evaluation of how they support trust, synergy, and cohesion. There is thoughtful application to cultural change, with evidence of reasoning around performance outcomes.	Comprehensive analysis and critical evaluation of two principles of collaboration, with insightful consideration of how they underpin trust, synergy, and shared values. Demonstrates awareness of leadership responsibility in embedding these principles and sustaining performance during cultural change.
LO4: Analyse the impact of conflict on team collaboration in culturally diverse teams.	Recognition of the types of conflict that may arise in culturally diverse teams, with some consideration of leadership actions to resolve them. Analysis is limited but shows awareness of links to cohesion and performance.	Provides clear analysis of different types of conflict and demonstrates consideration of mediation as a leadership method. Offers evaluation of how mediation techniques (e.g. active listening, reframing, neutrality) can contribute to resolving conflict and sustaining cohesion.	Delivers comprehensive analysis and critical evaluation of conflict types in diverse teams, with insightful consideration of mediation as a leadership method. Demonstrates how culturally sensitive mediation strategies can resolve conflict, restore trust, and sustain cohesion and performance, showing depth of reasoning and applied understanding.