



Unit:
Understanding Business Organisations

Assignment title:
Understanding Business Organisations

Sample Assignment

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.

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 (LO1 & LO2) – 20 Marks

A multinational organisation is likely to select either a centralised or a variation on a decentralised structure. Compare the centralised and decentralised approach, discussing the benefits and drawbacks of each structure, ensuring that you identify clearly how your chosen organisation benefits from its chosen approach.

(20 marks)

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
<i>Demonstrates little to no ability to adequately review the effectiveness and appropriateness of different organisational structures.</i>	<i>Demonstrates an extremely limited ability to adequately review the effectiveness and appropriateness of different organisational structures.</i>	<i>Demonstrates a satisfactory ability to review the effectiveness and appropriateness of different organisational structures.</i>	<i>Demonstrates a very good ability to review the effectiveness and appropriateness of different organisational structures.</i>	<i>Demonstrates an excellent ability to comprehensively review the effectiveness and appropriateness of different organisational structures.</i>
<i>Demonstrates little to no ability to adequately assess the differences between centralised and decentralised organisational structures.</i>	<i>Demonstrates an extremely limited ability to adequately assess the differences between centralised and decentralised organisational structures.</i>	<i>Demonstrates a satisfactory ability to assess the differences between centralised and decentralised organisational structures.</i>	<i>Demonstrates a very good ability to assess the differences between centralised and decentralised organisational structures.</i>	<i>Demonstrates an excellent ability to comprehensively assess the differences between centralised and decentralised organisational structures.</i>
<i>Incorrectly identifies, adapts and makes use of theoretical knowledge to justify own judgements about the selection of organisational structure.</i>	<i>Inconsistently identifies, adapts and makes use of theoretical knowledge to justify own judgements about the selection of organisational structure.</i>	<i>Can adequately identify, adapt and make use of theoretical knowledge to justify own judgements about the selection of organisational structure.</i>	<i>Can appropriately identify, adapt and make use of theoretical knowledge to justify own judgements about the selection of organisational structure.</i>	<i>Can consistently identify, adapt and make use of theoretical knowledge to justify own judgements about the selection of organisational structure.</i>

Task 2 (LO3) – 20 Marks

- (a) With reference to a recent global event, identify where your chosen organisation has made changes to its operations, product range, marketing approach etc. Discuss at least THREE (3) examples of changes that the organisation has undergone in response to this event.

(15 marks)

Mark Scheme

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
<i>Provides an incorrect interpretation and consequently a poor evaluation of the external forces exerting influence on an organisation.</i>	<i>Provides an inadequate interpretation and consequently an extremely limited evaluation of the external forces exerting influence on an organisation. routine.</i>	<i>Provides a satisfactory interpretation and consequently an adequate evaluation of the external forces exerting influence on an organisation.</i>	<i>Provides a very good interpretation and consequently an accurate and relevant evaluation of the external forces exerting influence on an organisation.</i>	<i>Provides an excellent to outstanding interpretation and consequently a sophisticated evaluation of the external forces exerting influence on an organisation.</i>
<i>Provides an incorrect interpretation and consequently a poor evaluation of types of change within the context of the chosen organisation therefore inadequately addressing problems which may arise.</i>	<i>Provides an inadequate interpretation and consequently an extremely limited evaluation types of change within the context of the chosen organisation. and therefore ineffectively addresses problems which may arise.</i>	<i>Provides a satisfactory interpretation and consequently an adequate evaluation of types of change within the context of the chosen organisation to meet the requirements.</i>	<i>Provides a very good interpretation and consequently an accurate and relevant evaluation of types of change within the context of the chosen organisation therefore goes beyond the minimum requirements to address problems which may arise.</i>	<i>Provides an excellent to outstanding interpretation and consequently a sophisticated evaluation of types of change within the context of the chosen organisation to critically address problems which may arise.</i>

(b) Evaluate the likelihood of resistance to change for ONE (1) of the changes discussed in Task 2 (a). Discuss the possible impact of this resistance on the performance of the organisation.

(5 marks)

Mark Scheme

0-1 marks	2 marks	3 marks	4 marks	5 marks
<i>Provides an incorrect interpretation and consequently a poor evaluation of the forms of resistance to organisational change.</i>	<i>Provides an inadequate interpretation and consequently an extremely limited evaluation of the forms of resistance to organisational change.</i>	<i>Provides a satisfactory interpretation and consequently an adequate evaluation of the forms of resistance to organisational change.</i>	<i>Provides a very good interpretation and consequently an accurate and relevant evaluation of the forms of resistance to organisational change.</i>	<i>Provides an excellent to outstanding interpretation and consequently a sophisticated evaluation of the forms of resistance to organisational change.</i>

Task 3 (LO4) – 20 Marks

(a) Identify and discuss TWO (2) reasons why effective communication is essential for multinational organisations.

(10 marks)

Mark Scheme

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
<i>Has little to no awareness of the principles and the components of organisational communication and is unable to identify associated strengths or weaknesses.</i>	<i>Has vague awareness of the principles and components of organisational communication and is only superficially able to identify associated strengths or weaknesses.</i>	<i>Has satisfactory awareness of the principles and components of organisational communication and demonstrates sufficient ability to identify associated strengths and weaknesses.</i>	<i>Has very good awareness of the principles and components of organisational communication and is able in detail to identify associated strengths and weaknesses.</i>	<i>Has an excellent awareness of the principles and components of organisational communication and is comprehensively able to identify associated strengths and weaknesses.</i>
<i>Has little to no awareness of the link between</i>	<i>Has vague awareness of the link between</i>	<i>Has satisfactory awareness of the link</i>	<i>Has very good awareness of the link between</i>	<i>Has an excellent awareness of the link between communication</i>

<i>communication and organisational performance.</i>	<i>communication and organisational performance.</i>	<i>between communication and organisational performance.</i>	<i>communication and organisational performance.</i>	<i>and organisational performance.</i>
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(b) Examine the power held by stakeholders involved in decision-making in your chosen organisation. You should identify both the stakeholder's expectations and the type of power used to influence the organisation.

(10 marks)

Mark Scheme

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
<i>Has little to no awareness of the concept of stakeholders.</i>	<i>Has vague awareness of the concept of stakeholders.</i>	<i>Has satisfactory awareness of the concept of stakeholders.</i>	<i>Has very good awareness of the concept of stakeholders.</i>	<i>Has an excellent awareness of the concept of stakeholders.</i>
<i>Has little to no awareness of the power of influence held by stakeholder groups.</i>	<i>Has vague awareness of the power of influence held by stakeholder groups.</i>	<i>Has satisfactory awareness of the power of influence held by stakeholder groups.</i>	<i>Has very good awareness of the power of influence held by stakeholder groups.</i>	<i>Has an excellent awareness of the power of influence held by stakeholder groups.</i>

Task 4 (LO5) – 20 Marks

Review both a recent and an older (within the last 4 years) set of financial statements from your chosen organisation, these should be readily available as all public limited companies must file or publish their financial statements.

- (a) Use the key measures to compare financial performance of the organisation over the TWO (2) periods and analyse why these changes might have occurred
(15 marks)

Mark Scheme

0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks
<i>Has little to no understanding of the key metrics used to determine financial health of an organisation.</i>	<i>Has insufficient understanding of the key metrics used to determine financial health of an organisation.</i>	<i>Has an adequate understanding of the key metrics used to determine financial health of an organisation.</i>	<i>Has very good understanding of the key metrics used to determine financial health of an organisation.</i>	<i>Has an extensive understanding of the key metrics used to determine financial health of an organisation.</i>
<i>Has little to no understanding of financial control processes e.g. the Balance Sheet.</i>	<i>Has insufficient understanding of financial control processes e.g. the Balance Sheet.</i>	<i>Has an adequate understanding of financial control processes e.g. the Balance Sheet.</i>	<i>Has very good understanding of financial control processes e.g. the Balance Sheet.</i>	<i>Has an extensive understanding of financial control processes e.g. the Balance Sheet.</i>

(b) Produce a summary of your interpretation of the financial health of your organisation, giving reasons for your conclusions.

(5 marks)

Mark Scheme

0-1 marks	2 marks	3 marks	4 marks	5 marks
<i>Has little to no understanding of most subject terminology and lacks the ability to apply this to the ways in which financial information is used for internal control.</i>	<i>Has insufficient understanding of most subject terminology and has only a vague ability to apply this to the ways in which financial information is used for internal control.</i>	<i>Has an adequate understanding of some subject terminology and demonstrates a reasonable ability to apply this to the ways in which financial information is used for internal control.</i>	<i>Has very good understanding of a wide variety of subject terminology and demonstrates a wide ability to apply this to the ways in which financial information is used for internal control.</i>	<i>Has an extensive understanding of a comprehensive range of subject terminology and demonstrates an insightful ability to apply this to the ways in which financial information is used for internal control.</i>

Task 5 (LO6) – 20 Marks

Technology has the potential to improve the operation of many different types of organisations. Identify and discuss at least FOUR (4) ways in which your chosen organisation has adopted new technology for internal and external applications.

(20 marks)

Mark Scheme

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
<i>Produces a weakly-defined focus for enquiry into external communication methods available to organisations, identifying little to no investigative strategies and plans. Virtually no data is collected from any sources and overall results are deficient and are communicated in an inappropriate format.</i>	<i>Produces an insufficiently-defined focus for enquiry into external communication methods available to organisations, identifying ambiguous investigative strategies and plans. Insufficient data is collected from a small number of sources and overall results are extremely limited and are communicated in a vague format.</i>	<i>Produces a sufficiently-defined focus for enquiry into external communication methods available to organisations, identifying relevant investigative strategies and plans. Reasonable data is collected from several sources and overall results meet the requirements and are communicated in an inappropriate format.</i>	<i>Produces a clearly-defined focus for enquiry into external communication methods available to organisations, identifying relevant investigative strategies and plans. Accurate and relevant data is collected from a range of sources and overall results are precise and communicated in an appropriate format.</i>	<i>Produces a well-defined focus for enquiry into external communication methods available to organisations, identifying insightful investigative strategies and plans. Meticulous data is collected from numerous sources and overall results are extensive and communicated in a highly appropriate format.</i>
<i>Has little to no understanding of the ways in which technology can improve organisational efficiency and effectiveness.</i>	<i>Has insufficient understanding of the ways in which technology can improve organisational efficiency and effectiveness.</i>	<i>Has an adequate understanding of the ways in which technology can improve organisational efficiency and effectiveness.</i>	<i>Has very good understanding of the ways in which technology can improve organisational efficiency and effectiveness.</i>	<i>Has an extensive understanding of the ways in which technology can improve organisational efficiency and effectiveness.</i>

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	1,2	Yes
2	3	Yes
3	4	Yes
4	5	Yes
5	6	Yes

Grade descriptors

Learning Outcome	Fail	Referral	Pass	Merit	Distinction
Evaluate various types of organisation	Demonstrates little to no ability to adequately review the effectiveness and appropriateness of information, data and results by failing to use pre-defined techniques and/or criteria.	Demonstrates an extremely limited ability to adequately review the effectiveness and appropriateness of information, data and results due to insufficient use of pre-defined techniques and/or criteria.	Demonstrates a satisfactory ability to review the effectiveness and appropriateness of information, data and results due to adequate use of pre-defined techniques and/or criteria.	Demonstrates a very good ability to review the effectiveness and appropriateness of information, data and results that goes beyond the minimum required to pass due to an accurate use of pre-defined techniques and/or criteria.	Demonstrates an excellent ability to comprehensively review the effectiveness and appropriateness of information, data and results due to a meticulous use of pre-defined techniques and/or criteria.
Evaluate various forms of organisational structure	Incorrectly identifies, adapts and makes use of a deficient range of techniques or information sources within an array of contexts.	Inconsistently identifies, adapts and makes use of a limited range of techniques or information sources within an array of contexts.	Can adequately identify, adapt and make use of a sufficient range of techniques and information sources within an array of contexts.	Can appropriately identify, adapt and make use of a range of techniques and information sources within an array of contexts with depth that goes beyond the minimum to pass.	Can consistently identify, adapt and make use of a comprehensive range of techniques and information sources within an array of contexts with depth.
Examine the process of	Provides an incorrect	Provides an inadequate	Provides a satisfactory	Provides a very good	Provides an excellent to

organisational change	interpretation and consequently a poor evaluation of an authoritative source, therefore inadequately addressing problems that are well defined but non-routine.	interpretation and consequently an extremely limited evaluation of one or two authoritative sources and therefore ineffectively addresses problems that are well defined but non-routine.	interpretation and consequently an adequate evaluation of several authoritative sources to meet the requirements of problems that are well defined but non-routine.	interpretation and consequently an accurate and relevant evaluation of a variety of authoritative sources that goes beyond the minimum requirements to address problems that are well defined but non-routine.	outstanding interpretation and consequently a sophisticated evaluation of numerous authoritative sources to critically address problems that are well defined but non-routine.
Assess the use of communication in organisations	Has little to no awareness of principles and concepts underlying theoretical frameworks and approaches and is unable to identify associated strengths or weaknesses.	Has vague awareness of principles and concepts underlying theoretical frameworks and approaches and is only superficially able to identify associated strengths or weaknesses.	Has satisfactory awareness of principles and concepts underlying theoretical frameworks and approaches and demonstrates sufficient ability to identify associated strengths and weaknesses.	Has very good awareness of principles and concepts underlying theoretical frameworks and approaches and is able in detail to identify associated strengths and weaknesses.	Has an excellent awareness of principles and concepts underlying theoretical frameworks and approaches and is comprehensively able to identify associated strengths and weaknesses.
Examine how organisational performance is monitored	Has little to no understanding of most subject terminology and lacks an appreciation of current debates and updates in relation to this area of study.	Has insufficient understanding of most subject terminology and has only a vague appreciation of current debates and updates in relation to this area of study.	Has an adequate understanding of some subject terminology and demonstrates a reasonable appreciation of current debates and updates in relation to this area of study.	Has very good understanding of a wide variety of subject terminology and demonstrates a wide appreciation of current debates and updates in relation to this area of study.	Has an extensive understanding of a comprehensive range of subject terminology and demonstrates an insightful appreciation of current debates and updates in relation to this area of study.
Evaluate the use of IT systems on the performance and structure of an organisation	Produces a weakly-defined focus for enquiry, identifying little to no investigative strategies and plans. Virtually no data is	Produces an insufficiently-defined focus for enquiry, identifying ambiguous investigative strategies and plans. Insufficient	Produces a sufficiently-defined focus for enquiry, identifying relevant investigative strategies and plans. Reasonable	Produces a clearly-defined focus for enquiry, identifying relevant investigative strategies and plans. Accurate and relevant	Produces a well-defined focus for enquiry, identifying insightful investigative strategies and plans. Meticulous

	collected from any sources and overall results are deficient and are communicated in an inappropriate format.”	data is collected from a small number of sources and overall results are extremely limited and are communicated in a vague format.”	data is collected from several sources and overall results meet the requirements and are communicated in an inappropriate format.”	data is collected from a range of sources and overall results are precise and communicated in an appropriate format.”	data is collected from numerous sources and overall results are extensive and communicated in a highly appropriate format.”
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