



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

Mark Scheme

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
Demonstrates	Demonstrates	Demonstrates	Demonstrates	Demonstrates
little to no	an extremely	a satisfactory	a very good	an excellent
ability to	limited ability	ability to	ability to	ability to
adequately	to adequately	review the	review the	comprehensive
review the	review the	effectiveness	effectiveness	ly review the
effectiveness	effectiveness	and	and	effectiveness
and	and	appropriatenes	appropriatenes	and
appropriatenes	appropriatenes	s of different	s of different	appropriatenes
s of different	s of different	organisational	organisational	s of different
organisational	organisational	structures.	structures.	organisational
structures.	structures.			structures.
Demonstrates	Demonstrates	Demonstrates	Demonstrates	Demonstrates
little to no	an extremely	a satisfactory	a very good	an excellent
ability to	limited ability	ability to	ability to	ability to
adequately	to adequately	assess the	assess the	comprehensive
assess the	assess the	differences	differences	ly assess the
differences	differences	between	between	differences
between	between	centralised	centralised	between
centralised	centralised	and	and	centralised and
and	and	decentralised	decentralised	decentralised
decentralised	decentralised	organisational	organisational	organisational
organisational	organisational	structures.	structures.	structures.
structures.	structures.			
Incorrectly	Inconsistently	Can	Can	Can
identifies,	identifies,	adequately	appropriately	consistently
adapts and	adapts and	identify, adapt	identify, adapt	identify, adapt
makes use of	makes use of	and make use	and make use	and make use
theoretical	theoretical	of theoretical	of theoretical	of theoretical
knowledge to	knowledge to	knowledge to	knowledge to	knowledge to
justify own	justify own	justify own	justify own	justify own
judgements	judgements	judgements	judgements	judgements
about the	about the	about the	about the	about the
selection of	selection of	selection of	selection of	selection of
organisational	organisational	organisational	organisational	organisational
structure.	structure.	structure.	structure.	structure.

Understanding Business Organisations

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	Mark Scheme						
0-3 marks	4-5 marks	6-8 marks	9-10 marks	11-15 marks			
Provides an	Provides an	Provides a	Provides a	Provides an			
incorrect	inadequate	satisfactory	very good	excellent to			
interpretatio	interpretation	interpretation	interpretation	outstanding			
n and	and	and	and	interpretation and			
consequent	consequently	consequently	consequently	consequently a			
ly a	an extremely	an	an accurate	sophisticated eval			
poor evalua	limited evalua	adequate evalu	and	uation of the			
tion of the	tion of the	ation of the	relevant evalu	external forces			
external	external	external forces	ation of the	exerting influence			
forces	forces	exerting	external forces	on an			
exerting	exerting	influence on an	exerting	organisation.			
influence	influence on	organisation.	influence on				
on an	an		an				
organisatio	organisation.		organisation.				
<u>n.</u>	routine.						
Provides an	Provides an	Provides a	Provides a	Provides an			
incorrect	inadequate	satisfactory	very good	excellent to			
interpretatio	interpretation	interpretation	interpretation	outstanding			
n and	and	and	and	interpretation and			
consequent	consequently	consequently	consequently	consequently a			
ly a	an extremely	an adamata analu	an accurate	sophisticated eval			
poor evalua	limited evalua	adequate evalu	and	uation of types of			
tion of	tion types of	ation of types	relevant evalu	change within the			
types of	change within the context of	of change within the	ation of types	context of the chosen			
change within the	the chosen	context of the	of change within the				
context of		chosen	context of the	organisation to			
the chosen	organisation. and therefore	organisation to	chosen	critically address problems which			
organisatio	ineffectively	meet the	organisation	may arise.			
n therefore	addresses	requirements.	therefore goes	illay alise.			
inadequatel	problems	requirements.	beyond the				
y y	which may		minimum				
y addressing	arise.		requirements				
problems			to address				
which may			problems				
arise.			which may				
			arise.				
L	l	l	4.1001				

(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)

0-1 marks	2 marks	3 marks	4 marks	5 marks	
Provides an incorrect interpretatio n and consequent ly a poor evalua tion of the forms of resistance to organisatio	Provides an inadequate interpretation and consequently an extremely limited evalua tion of the forms of resistance to organisationa I change.	Provides a satisfactory interpretation and consequently an adequate evalu ation of the forms of resistance to organisational change.	Provides a very good interpretation and consequently an accurate and relevant evalu ation of the forms of resistance to organisational	Provides an excellent to outstanding interpretation and consequently a sophisticated eval uation of the forms of resistance to organisational change.	
nal change.			change.		

Task 3 (LO4) – 20 Marks

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

(10 marks)

Mark Scheme

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

n and	<i>communicatio n and organisational performance.</i>	<i>between communicatio n and organisational</i>	<i>communicatio n and organisational performance.</i>	and organisational performance.
		performance.		

(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)

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

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)

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

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

(5 marks)

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

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

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 appropriatenes s 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 appropriatenes s 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 appropriatenes s 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 appropriatenes s 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 comprehensive ly review the effectiveness and appropriatenes s 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 evaluati on of one or two authoritative sources and therefore ineffectively addresses problems that are well defined but non-routine.	interpretation and consequently an adequate evalu ation of several authoritative sources to meet the requirements of problems that are well defined but non-routine.	interpretation and consequently an accurate and relevant evalua tion 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 e valuation 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 comprehensive ly 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 an highly appropriate format."
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