



Ofqual QAN	<i>Sample</i>
Quartz ID	<i>Sample</i>
Qualification	Level 3 Diploma in Business

Unit ID	<i>Sample</i>
Assessment	Developing Organisational Structure
Assessment Type	Global Assignment
Date	<i>Sample</i>

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.

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 – 15 Marks

Investigate how Lidl's organisation structure has evolved since the first store opening in 1973.

Word target = 600 words

Mark Scheme

Level	Marks	Criteria
Level 1: Basic Understanding	1-2	Limited understanding of Lidl's evolution from a simple entrepreneurial structure to a multidivisional structure. Minimal reference to how Lidl's structure has shaped practices and vice versa.
	3-5	Basic understanding demonstrated with some reference to Lidl's evolution and the interplay between structure and practices. Limited application of module material from various topics, including bureaucratic systems and links with strategy. Basic discussion on the continual evolution of Lidl's organisational structure.
Level 2: Intermediate Understanding	6-7	Clear understanding of Lidl's evolution from a simple entrepreneurial structure to a multidivisional structure. Adequate reference to how Lidl's structure has shaped practices and vice versa. Some detailed application of module material from various topics, including bureaucratic systems and links with strategy. Adequate discussion on the continual evolution of Lidl's organisational structure.
	8-10	Good understanding demonstrated with detailed reference to Lidl's evolution and the interplay between structure and practices. Comprehensive application of module material from various topics, including bureaucratic systems and links with strategy. Clear and detailed discussion on the continual evolution of Lidl's organisational structure.
Level 3: Advanced Understanding	11-12	Excellent understanding of Lidl's evolution from a simple entrepreneurial structure to a multidivisional structure. Thorough reference to how Lidl's structure has shaped practices and vice versa. Detailed and critical application of module material from various topics, including bureaucratic systems and links with strategy. Detailed and well-reasoned discussion on the continual evolution of Lidl's organisational structure.
	13-15	Outstanding understanding demonstrated with insightful reference to Lidl's evolution and the interplay between structure and practices. Extensive and critical application

		of module material from various topics, including bureaucratic systems and links with strategy. Highly convincing discussion on the continual evolution of Lidl's organisational structure, showing depth of analysis and originality.
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Task 2 – 15 Marks

Discuss the key characteristics of Lidl's management control system.

Word target = 600 words

Mark Scheme

Level	Marks	Criteria
Level 1: Basic Understanding	1-2	Limited understanding of the five types of control systems. Minimal reference to Lidl's key characteristics of management control systems, including direct and indirect controls.
	3-5	Basic understanding demonstrated with some reference to the five types of control systems. Limited discussion of Lidl's key characteristics of management control systems, including inventory management, quality control, financial management, sustainability initiatives, and balanced scorecards.
Level 2: Intermediate Understanding	6-7	Clear understanding of the five types of control systems. Adequate reference to Lidl's key characteristics of management control systems, including direct and indirect controls. Some detailed discussion of inventory management, quality control, financial management, sustainability initiatives, and balanced scorecards.
	8-10	Good understanding demonstrated with detailed reference to the five types of control systems. Comprehensive discussion of Lidl's key characteristics of management control systems, including direct and indirect controls. Clear and detailed discussion of inventory management, quality control, financial management, sustainability initiatives, and balanced scorecards.
Level 3: Advanced Understanding	11-12	Excellent understanding of the five types of control systems. Thorough reference to Lidl's key characteristics of management control systems, including direct and indirect controls. Detailed and critical discussion of inventory management, quality control, financial management, sustainability initiatives, and balanced scorecards.
	13-15	Outstanding understanding demonstrated with insightful reference to the five types of control systems. Extensive and critical discussion of Lidl's key characteristics of management control systems, including direct and indirect controls. Highly convincing discussion of inventory management, quality control, financial management,

		sustainability initiatives, and balanced scorecards, showing depth of analysis and originality.
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Task 3 – 15 Marks

In 2022, Lidl launched a pilot smart laundry detergent refill station, aimed at reducing consumer costs and single-use plastics. Evaluate how Lidl may monitor performance of this initiative by creating a balanced scorecard.

Word target = 600 words

Mark Scheme

Level	Marks	Criteria
Level 1: Basic Understanding	1-2	Limited understanding of the financial, customer, internal business processes, and learning and growth perspectives. Minimal reference to how the smart refill station could affect Lidl's performance in these areas.
	3-5	Basic understanding demonstrated with some reference to the financial, customer, internal business processes, and learning and growth perspectives. Limited analysis of how the smart refill station could affect Lidl's performance in these areas. Basic application of content from relevant topics.
Level 2: Intermediate Understanding	6-7	Clear understanding of the financial, customer, internal business processes, and learning and growth perspectives. Adequate reference to how the smart refill station could affect Lidl's performance in these areas. Some detailed analysis and application of content from relevant topics.
	8-10	Good understanding demonstrated with detailed reference to the financial, customer, internal business processes, and learning and growth perspectives. Comprehensive analysis of how the smart refill station could affect Lidl's performance in these areas. Clear and detailed application of content from relevant topics.
Level 3: Advanced Understanding	11-12	Excellent understanding of the financial, customer, internal business processes, and learning and growth perspectives. Thorough reference to how the smart refill station could affect Lidl's performance in these areas. Detailed and critical analysis with well-supported conclusions.
	13-15	Outstanding understanding demonstrated with insightful reference to the financial, customer, internal business processes, and learning and growth perspectives. Extensive and critical analysis of how the smart refill station could affect Lidl's performance in these areas. Highly convincing application of content from relevant topics, showing depth of analysis and originality.

Task 4 – 20 Marks

Using Henri Fayol's FIVE (5) functions of management, analyse how Lidl may manage its operations. Your analysis should cover all FIVE (5) functions.

Word target = 800 words

Mark Scheme

Level	Marks	Criteria
Level 1: Basic Understanding	1-4	Limited understanding of how Lidl manages its operations. Minimal reference to the functions of planning, organising, commanding, coordinating, and controlling.
	5-8	Basic understanding demonstrated with some reference to how Lidl manages its operations. Limited analysis of the functions of planning, organising, commanding, coordinating, and controlling. Basic application of content from topic 8.
Level 2: Intermediate Understanding	9-12	Clear understanding of how Lidl manages its operations. Adequate reference to the functions of planning, organising, commanding, coordinating, and controlling. Some detailed analysis and application of content from topic 8.
	13-16	Good understanding demonstrated with detailed reference to how Lidl manages its operations. Comprehensive analysis of the functions of planning, organising, commanding, coordinating, and controlling. Clear and detailed application of content from topic 8.
Level 3: Advanced Understanding	17-18	Excellent understanding of how Lidl manages its operations. Thorough reference to the functions of planning, organising, commanding, coordinating, and controlling. Detailed and critical analysis with well-supported conclusions.
	19-20	Outstanding understanding demonstrated with insightful reference to how Lidl manages its operations. Extensive and critical analysis of the functions of planning, organising, commanding, coordinating, and controlling. Highly convincing application of content from topic 8, showing depth of analysis and originality.

Task 5 – 15 Marks

Using the Cultural Web model, analyse the organisational culture of Lidl. Your analysis should cover all SIX (6) elements of the Cultural Web.

Word target = 600 words

Mark Scheme

Level	Marks	Criteria
Level 1: Basic Understanding	1-2	Limited understanding of the elements of the Cultural Web. Minimal reference to how each element contributes to Lidl's organisational culture.
	3-5	Basic understanding demonstrated with some reference to the elements of the Cultural Web. Limited analysis of how each element contributes to Lidl's organisational culture. Basic application of content from topic 7.
Level 2: Intermediate Understanding	6-7	Clear understanding of the elements of the Cultural Web. Adequate reference to how each element contributes to Lidl's organisational culture. Some detailed analysis and application of content from topic 7.
	8-10	Good understanding demonstrated with detailed reference to the elements of the Cultural Web. Comprehensive analysis of how each element contributes to Lidl's organisational culture. Clear and detailed application of content from topic 7.
Level 3: Advanced Understanding	11-12	Excellent understanding of the elements of the Cultural Web. Thorough reference to how each element contributes to Lidl's organisational culture. Detailed and critical analysis with well-supported conclusions.
	13-15	Outstanding understanding demonstrated with insightful reference to the elements of the Cultural Web. Extensive and critical analysis of how each element contributes to Lidl's organisational culture. Highly convincing application of content from topic 7, showing depth of analysis and originality.

Task 6 – 20 Marks

Analyse the characteristics, advantages and disadvantages of Lidl's structure.

Word target = 800 words

Mark Scheme

Level	Marks	Criteria
Level 1: Basic Understanding	1-4	Limited understanding of Lidl's organisational structure. Minimal reference to key features and concepts from topics 1-4.
	5-8	Basic understanding demonstrated with some reference to Lidl's organisational structure. Limited analysis of key features and connections with different topics, such as culture and the cultural web. Basic discussion of benefits and challenges of the structure.
Level 2: Intermediate Understanding	9-12	Clear understanding of Lidl's organisational structure. Adequate reference to key features and concepts from topics 1-4. Some detailed analysis of connections with different topics, such as culture and the cultural web. Adequate discussion of benefits and challenges of the structure.
	13-16	Good understanding demonstrated with detailed reference to Lidl's organisational structure. Comprehensive analysis of key features and connections with different topics, such as culture and the cultural web. Clear and detailed discussion of benefits and challenges of the structure.
Level 3: Advanced Understanding	17-18	Excellent understanding of Lidl's organisational structure. Thorough reference to key features and concepts from topics 1-4. Detailed and critical analysis of connections with different topics, such as culture and the cultural web. Detailed and well-reasoned discussion of benefits and challenges of the structure.
	19-20	Outstanding understanding demonstrated with insightful reference to Lidl's organisational structure. Extensive and critical analysis of key features and connections with different topics, such as culture and the cultural web. Highly convincing discussion of benefits and challenges of the structure, showing depth of analysis and originality.

Learning Outcomes matrix

Task	Learning Outcome(s) / Assessment Criteria assessed	Marker can differentiate between varying levels of achievement
1	1, 3, 4, 5	Yes
2	4	Yes
3	6	Yes
4	5	Yes
5	2	Yes
6	3 (and answers may demonstrate LOs 1,2,4, 5 and 6).	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
1 Understand and define the importance of organisational structure and how organisational structure develops	Demonstrate adequate understanding of the importance of structures and word choice in signalling attitudes and structural arrangements.	Demonstrate robust understanding of the importance of structures and word choice in signalling attitudes and structural arrangements.	Demonstrate highly comprehensive understanding of the importance of structures and word choice in signalling attitudes and structural arrangements.
2 Understand and define the importance and influences of organisational culture and control	Demonstrate adequate level of understanding of the cultural web and the importance of organisational culture and control.	Demonstrate robust level of understanding of applying the cultural web and the importance of organisational culture and control.	Demonstrate highly comprehensive level of understanding of the cultural web and the importance of organisational culture and control.
3 Explore different types of organisational structure, analysing key characteristics, advantage and limitations	Demonstrate adequate and appropriate application of the advantages and disadvantages of organisational structure.	Demonstrate sound and consistently appropriate understanding of the advantages and disadvantages of organisational structure.	Demonstrate detailed and highly appropriate understanding of the advantages and disadvantages of organisational structure.
4 Understand and define the importance of management control systems in strategic implementation	Demonstrate adequate level of understanding of management control systems.	Demonstrate robust level of understanding of management control systems.	Demonstrate highly comprehensive level of understanding of management control systems.
5 Recognise how bureaucratic	Show adequate evaluation of the	Show sound and appropriate	Show innovative and highly appropriate

systems are managed in practice	five functions of management.	evaluation of the five functions of management.	evaluation of the five functions of management.
6 Apply theories, frameworks and management tools to understand organisational structure	Demonstrates adequate and appropriate application of the balanced scorecard.	Demonstrates sound and consistently appropriate application of the balanced scorecard.	Demonstrates detailed and highly appropriate application of the balanced scorecard.