



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

Important notes

- Please refer to the Assignment Presentation Requirements for advice on how to set out your assignment. These can be found on the NCC Education *Campus*. Click on Policies and Advice in the left-hand menu and look under the Advice section.
- You must read the NCC Education documents 'What is Academic Misconduct? Guidance for Candidates' and 'Avoiding Plagiarism and Collusion: Guidance for Candidates' and ensure that you acknowledge all the sources that you use in your work. These documents are available on *Campus*. Click on Policies and Advice in the left-hand menu and look under the Policies section.
- You **must** complete the '**Statement and Confirmation of Own Work**'. The form is available on *Campus*. Click on Policies and Advice in the left-hand menu and look under the Policies section.
- **Please make a note of the recommended word count as stated in the brief. The maximum word count limit is the recommended work count plus 10% leeway. Submissions which exceed the maximum word count limit will be marked only up to the maximum word count limit. Any text that exceeds the maximum word count limit will not be marked. You must follow the note on word count as stated in the Submission Requirements section of the brief.**
- You must submit a paper copy and digital copy (on disk or similarly acceptable medium). Media containing viruses, or media that cannot be run directly, will result in a fail grade being awarded for this assessment.
- All electronic media will be checked for plagiarism.

Introduction

Lidl Dienstleistung (Lidl) is a privately held company that operates a chain of discount grocery stores. Lidl was founded by businessman Dieter Schwarz in 1973 (Lidl, nd), with the first store opening in Ludwigshafen, in the state of Rhineland-Palatinate, in (at the time, West), Germany - with only three employees and around 500 products. By 1979, there were 30 stores. In the 1980s, Lidl opened 300 stores across Germany; on average each store employing seven people and stocking around 900 product lines. In the 1990s, Lidl opened stores outside Germany, starting with France. During 2007-10, Lidl opened stores in Slovenia, Austria, Bulgaria, Romania and Malta, and Austria. In 1994 Lidl opened its first 10 British stores, and in 2017, Lidl opened its first stores in the United States. Lidl now operates in 32 countries, with over 11,000 stores and employs over 341,000 people globally.

Lidl, like many supermarkets, continues to innovate. In 2022, for example, Lidl launched a smart laundry detergent refill station, aimed at reducing consumer costs and single-use plastics.

Reference: Lidl (nd) A story four decades in the making. Available at:

<https://www.lidl.com/about-us#:~:text=In%201973%2C%20the%20first%20modern,we%20were%20all%20over%20Europe> Accessed 10 February 2025.

This assignment requires you to demonstrate knowledge and skills you have acquired throughout the course of this module, by completing SIX (6) tasks. The total word count is FOUR THOUSAND (4,000) words. Your answers to the tasks must be fully referenced.

To complete the assignment, you will need to research Lidl supermarket, on which to base your responses to the given tasks. You can use web resources to enable you to understand Lidl, although do not limit yourself solely to web-based sources of information. You should also use academic, industry and other reliable sources.

- Step 1: Conduct initial research by exploring the Lidl website and any other useful sources you may find, for example, annual company reports and industry reports.

You are required to answer the SIX (6) tasks below, in relation to Lidl. For each task, you must fully justify your answer using evidence from your research and referencing module material.

Task 1 – 15 Marks

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

Word target = 600 words

Task 2 – 15 Marks

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

Word target = 600 words

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

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

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

Task 6 – 20 Marks

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

Word target = 800 words

Guidance

Consult with your tutor if you are uncertain about any aspect of this assignment.

Submission requirements

- You must submit a word-processed document.
- You should answer Tasks 1 to 6. The word count for your assessment is FOUR THOUSAND (4,000) words.
- All references and citations must use the Harvard Style.

Word Count

The word count for this assignment is **[WORD COUNT] words**. Pay careful attention to the mark allocation for each task so you don't spend too much time on any ONE (1) section.

You **MUST** state the word count in the header of your assignment and declare the number of words on your assignment cover sheet. You **MUST** confirm that you have not exceeded the stipulated word limit by more than 10%.

Any words written beyond the stipulated limit will not be read by the examiners; no marks will be awarded, and no feedback provided for any text beyond the prescribed limit.

In accordance with accepted academic practice, the notion of a word count includes the following without exception:

- All titles or headings that form part of the actual text. This does not include the fly (or cover) page or reference list
- All words that form the actual essay
- All words forming the titles for figures, tables, and boxes. However, this does not include the text within boxes, tables, or figures themselves
- All in-text (bracketed) references
- All directly quoted material

Candidate checklist

Please use the following checklist to ensure that your work is ready for submission.

Have you read the NCC Education documents 'What is Academic Misconduct? Guidance for Candidates' and 'Avoiding Plagiarism and Collusion: Guidance for Candidates' and ensured that you have acknowledged all the sources that you have used in your work? ☐

Have you completed the 'Statement and Confirmation of Own Work' form and attached it to your assignment? **You must do this.** ☐

Have you ensured that your work has not gone over or under the recommended word count by more than 10%? ☐