



Unit:
Understanding Business Organisations

Assignment title:
Understanding Business Organisations

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.

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 and LO2) – 15 Marks

Using your knowledge of organisational structure, identify and discuss THREE (3) ways in which the parent company could incorporate a new organisation into their structure, You should discuss the structure in relation to the aims and operations of a private limited company.

| 0-3 marks | 4-5 marks | 6-8 marks | 9-10 marks | 11-15 marks |
|---|---|--|--|---|
| Basic understanding of organisational structures and how these can be altered. | Limited understanding of organisational structures and how these can be altered. | Consistent understanding of organisational structures and how these can be altered. | Critical understanding of organisational structures and how these can be altered. | Consistently critical understanding of organisational structures and how these can be altered. |
| Basic understanding of the aims and operations of a public limited company. | Limited understanding of the aims and operations of a public limited company. | Consistent understanding of the aims and operations of a public limited company. | Critical understanding of the aims and operations of a public limited company. | Consistently critical understanding of the aims and operations of a public limited company. |
| Link between organisational structure and aims and objectives of the organisation is basic. | Link between organisational structure and aims and objectives of the organisation is limited. | Link between organisational structure and aims and objectives of the organisation is consistent. | Link between organisational structure and aims and objectives of the organisation is well supported and appropriate. | Link between organisational structure and aims and objectives of the organisation is convincing and highly appropriate. |

Task 2 (LO2) – 20 Marks

(a) Based on your research, conduct a competitor analysis using Porter's 5 forces to determine the organisation's competitive advantage. You should identify at least ONE (1) example for each of the FIVE (5) forces. **(a maximum of 10 marks)**

| 0-2 marks | 3 marks | 4-5 marks | 6 marks | 7-10 marks |
|--|--|---|---|--|
| Basic understanding of the competitive forces exerting influence on an organisation. | Limited understanding of the competitive forces exerting influence on an organisation. | Consistent understanding of the competitive forces exerting influence on an organisation. | Critical understanding of the competitive forces exerting influence on an organisation. | Consistently critical understanding of the competitive forces exerting influence on an organisation. |
| Basic understanding of how organisations gain a competitive advantage. | Limited understanding of how organisations gain a competitive advantage. | Consistent understanding of how organisations gain a competitive advantage. | Critical understanding of how organisations gain a competitive advantage. | Consistently critical understanding of how organisations gain a competitive advantage. |

- (b) Using this knowledge of the parent company, identify at least FIVE (5) ways in which competitors might be able to differentiate or diversify, in order to effectively compete. **(a maximum of 10 marks)**

| 0-2 marks | 3 marks | 4-5 marks | 6 marks | 7-10 marks |
|--|--|---|---|--|
| Basic or unrealistic examples of differentiation or diversification given. | Limited or unrealistic examples of differentiation or diversification given. | Adequate and realistic examples of differentiation or diversification given. | Sound and realistic examples of differentiation or diversification given. | Comprehensive and realistic examples of differentiation or diversification given. |
| Basic understanding of the need for organisations to consider their competitive environment in order to effectively compete. | Limited understanding of the need for organisations to consider their competitive environment in order to effectively compete. | Consistent understanding of the need for organisations to consider their competitive environment in order to effectively compete. | Critical understanding of the need for organisations to consider their competitive environment in order to effectively compete. | Consistently critical understanding of the need for organisations to consider their competitive environment in order to effectively compete. |

Task 3 (LO3) – 15 Marks

From the research conducted, identify and assess THREE (3) potential impacts on the human resources of the new organisation. Give recommendations for how these impacts could be overcome giving consideration to the main function of HRM which is to add value to the organisation through its people and processes.

| 0-3 marks | 4-5 marks | 6-8 marks | 9-10 marks | 11-15 marks |
|---|---|--|--|---|
| Basic understanding of the long-term strategic role of HRM. | Limited understanding of the long-term strategic role of HRM. | Consistent understanding of the long-term strategic role of HRM. | Critical understanding of the long-term strategic role of HRM. | Consistently critical understanding of the long-term strategic role of HRM. |
| Basic or unrealistic examples of managing people resources given. | Limited or unrealistic examples of managing people resources given. | Adequate and realistic examples of managing people resources given. | Sound and realistic examples of managing people resources given. | Comprehensive and realistic examples of managing people resources given. |
| Basic understanding of the link between skill development and organisational performance. | Limited understanding of the link between skill development and organisational performance. | Consistent understanding of the link between skill development and organisational performance. | Critical understanding of the link between skill development and organisational performance. | Consistently critical of the link between skill development organisational performance. |

Task 4 (LO3 and LO4) – 20 Marks

Using a recognised model of change, discuss the process that the organisation should use to overcome some of the challenges that they may face during the structural and cultural change process, providing at least FIVE (5) recommendations. These recommendations should focus on how the changes are communicated to staff as well as potential sources of resistance.

| 0-5 marks | 6-7 marks | 8-11 marks | 12-13 marks | 14-20 marks |
|--|--|--|---|---|
| Basic understanding of the impact of change on an organisation. | Limited understanding of the impact of change on an organisation. | Consistent understanding of the impact of change on an organisation. | Critical understanding of the impact of change on an organisation. | Consistently critical understanding of the impact of change on an organisation. |
| Basic or unrealistic recommendations given to overcome some of the challenges caused by organisational change. | Limited or unrealistic recommendations given to overcome some of the challenges caused by organisational change. | Adequate and realistic recommendations given to overcome some of the challenges caused by organisational change. | Sound and realistic recommendations given to overcome some of the challenges caused by organisational change. | Comprehensive and realistic recommendations given to overcome some of the challenges caused by organisational change. |
| Basic understanding of the importance of effective communication during a change programme. | Limited understanding of the importance of effective communication during a change programme. | Consistent understanding of the importance of effective communication during a change programme. | Critical understanding of the importance of effective communication during a change programme. | Consistently critical understanding of the importance of effective communication during a change programme. |
| Basic understanding of the impact of resistance on a change programme. | Limited understanding of the impact of resistance on a change programme. | Consistent understanding of the impact of resistance on a change programme. | Critical understanding of the impact of resistance on a change programme. | Consistently critical understanding of the impact of resistance on a change programme. |

Task 5 (LO5)– 15 Marks

In relation to any financial information you discover during your research, discuss the potential impact of the merger or acquisition on the organisation’s financial performance. You should identify at least THREE (3) specific areas that Senior Management should prioritise to ensure that the organisation becomes or remains profitable.

| 0-3 marks | 4-5 marks | 6-8 marks | 9-10 marks | 11-15 marks |
|--|--|---|---|--|
| Basic understanding of the importance of financial results in evaluating organisational performance. | Limited understanding of the importance of financial results in evaluating organisational performance. | Consistent understanding of the importance of financial results in evaluating organisational performance. | Critical understanding of the importance of financial results in evaluating organisational performance. | Consistently critical understanding of the importance of financial results in evaluating organisational performance. |
| Basic or unrealistic priorities given to ensure profitability. | Limited or unrealistic priorities given to ensure profitability. | Adequate and realistic priorities given to ensure profitability. | Sound and realistic priorities given to ensure profitability. | Comprehensive and realistic priorities given to ensure profitability. |

Task 6 (LO6) – 15 Marks

Based on your research, you should have identified aspects of your organisation’s strategy that will relate to digital technologies. You should discuss the relevant skills required by staff in relation to these **and** how these technologies will benefit the organisation.

| 0-3 marks | 4-5 marks | 6-8 marks | 9-10 marks | 11-15 marks |
|---|---|--|--|---|
| Basic and unrealistic identification of skills needed to support organisational strategy. | Limited and unrealistic identification of skills needed to support organisational strategy. | Adequate and realistic identification of skills needed to support organisational strategy. | Sound and realistic identification of skills needed to support organisational strategy. | Comprehensive and realistic identification of skills needed to support organisational strategy. |
| Basic understanding of technological innovation which can enhance organisational performance. | Limited understanding of technological innovation which can enhance organisational performance. | Consistent understanding of technological innovation which can enhance organisational performance. | Critical understanding of technological innovation which can enhance organisational performance. | Consistently critical understanding of technological innovation which can enhance organisational performance. |

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 | 2 | Yes |
| 3 | 3 | Yes |
| 4 | 3, 4 | Yes |
| 5 | 5 | Yes |
| 6 | 6 | Yes |

Grade descriptors

| Learning Outcome | Fail | Referral | Pass | Merit | Distinction |
|--|---|---|--|--|---|
| Evaluate various types of organisation | Provides basic interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides limited interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides consistent interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides critical interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides consistently critical interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. |
| Evaluate various forms of organisational structure | Provides basic interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides limited interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides consistent interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides critical interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. | Provides consistently critical interpretation and evaluation of relevant information and ideas to address problems that are well defined but non-routine. |
| Examine the process of organisational change | Demonstrates basic ability to review the effectiveness and appropriateness of actions methods and results. | Demonstrates limited ability to review the effectiveness and appropriateness of actions methods and results. | Demonstrates adequate ability to review the effectiveness and appropriateness of actions methods and results. | Demonstrates sound ability to review the effectiveness and appropriateness of actions methods and results. | Demonstrates comprehensive ability to review the effectiveness and appropriateness of actions methods and results. |
| Assess the use of communication in organisations | Has basic awareness of different perspectives or approaches | Has limited awareness of different perspectives or approaches | Has adequate awareness of different perspectives or approaches | Has sound, informed awareness of different perspectives or approaches | Has comprehensive, well-informed awareness of different perspectives or approaches |

| | within the area of study. | within the area of study. | within the area of study. | within the area of study. | approaches within the area of study. |
|--|--|--|---|--|---|
| Examine how organisational performance is monitored | Can basically identify, adapt and use appropriate skills, methods and procedures to reach basic solutions. | In a limited way, can identify, adapt and use appropriate skills, methods and procedures to reach limited solutions. | Can adequately Identify, adapt and use appropriate skills, methods and procedures to reach appropriate solutions. | Can soundly identify, adapt and use appropriate skills, methods and procedures to reach supported and appropriate solutions. | Can coherently identify, adapt and use appropriate skills, methods and procedures to reach well supported and highly appropriate solutions. |
| Evaluate the use of IT systems on the performance and structure of an organisation | Use basic research to inform basic actions/ conclusions. | Use limited research to inform limited actions/ conclusions. | Use appropriate research to inform actions/ conclusions. | Use detailed research to inform actions/ conclusions. | Use thorough and detailed research to inform well supported actions. |