



Unit: Essentials of Management

Assignment title: Care 4 U

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	Guide	Maximum Marks
1a)	<p>Identify FIVE (5) of Mintzberg’s managerial roles that are deployed at ‘Care 4 U’ and explain how each of the different roles are important for the CEO to be successful at ‘Care 4 U’.</p> <p>Award up to 3 marks for each role (maximum of 5 roles). Answers should be contextualised to the case and underpinned with referenced materials. Examples could focus around:</p> <ul style="list-style-type: none"> • Figurehead – CEO, Steven Jones set up his own company in 1990 and is clearly a charismatic and sales driven professional. Much of the success of the company is down to his vision, drive and belief in his abilities to deliver for businesses and the healthcare service’s customers. This is particularly important at the moment while the company is going through tough times. • Leader – the growth of the company is due to the inspiration, drive and commitment of the CEO at ‘Care 4 U’. Steven is described as being target driven and persuasive and this approach has led to the long-term success of the organisation. He provides inspiration to his staff who continue to make appointments and secure sales. • Liaison – the nature of the company in terms of meeting businesses to encourage them to advertise in the healthcare booklet and offer a discount, as well as encouraging healthcare providers and staff to take up the offer, means that the CEO and Sales Executives fulfil a liaison role with external stakeholders. • Monitor and disseminator of information – as sales staff and the Lead Generation team are paid via performance related pay then it can be assumed that the CEO will set sales targets and performance objectives which will be regularly monitored and reviewed. • Spokesperson – the CEO and sales executives are the customer facing element of the organisation that will encourage providers to take up the discount scheme and advertise in the healthcare booklet. They will also liaise with companies and the new consultant (HR and Change Management Specialist). • Entrepreneur – capturing new healthcare providers to take up the scheme and searching for companies to advertise in the healthcare booklet means that the CEO and staff have to be innovative and try out different ways to grow the business. • Disturbance Handler – due to the problems in the business e.g. upset staff, increased staff turnover, accusations of bullying and harassment, loss of business and increased competition means that the CEO and staff have to show problem solving and EI skills. • Resource Allocator – the CEO has established the business which will have premises, computers, telephones, cars etc to carry out their work. Money will have been allocated to the 	15

Task	Guide	Maximum Marks
1b)	<p>different priorities in the business. Lead generation staff and sales executives will need to arrange appointments and manage their time wisely.</p> <ul style="list-style-type: none"> • Negotiator – to secure deals the CEO and sales executives will need to listen to the healthcare customers and negotiate a good deal to win business. <p>Identify the main management theory used by Steven Jones at the company and explain the reasons for your choice.</p> <p>Up to 3 marks to be awarded for the identification of the main management theory used by Steven Jones which is a classical, scientific management approach.</p> <p>Up to 7 marks to be awarded based on a number of reasons that can be highlighted from the case study. Answers can choose a small number of factors (e.g. two and explain in detail or five in less detail). Factors from the case study include:</p> <ul style="list-style-type: none"> • Results driven focus • Disregard for staff welfare • Increased staff turnover • Accusations of bullying and harassment • Payment by results • Division of roles • Specialisation • Persuasive and dictatorial management style 	<p style="text-align: right;">10</p> <hr style="width: 100%;"/> <p style="text-align: right;">25 marks</p>
2a)	<p>Steven Jones is considering the issue of whether ‘Care 4 U’ should change its offer to healthcare staff and businesses in line with its competitors.</p> <p>Explain how the eight-step decision making process can be used to resolve this issue.</p> <p>Award up to 2 marks for explaining each step.</p> <ul style="list-style-type: none"> • Identify a problem – declining sales and advertising revenues and gaining of market share by competitors due to the offering of rewards and discounts with partners. The changing nature of the advertising and marketing sector which is increasingly moving on line. • Identify decision criteria – identifying the main criterion that are affecting the business including drop in the level of sales (turnover), advertising revenue, profits made, number of healthcare providers taking up the offer, the level of discounts offered and level of repeat business with companies using the discount scheme. 	<p style="text-align: right;">16</p>

Task	Guide	Maximum Marks
2b)	<ul style="list-style-type: none"> • Allocate weights to the criteria – profitability would be rated highly and level of advertising revenue would also be prioritised for example. • Develop alternatives – enhance the offer with businesses e.g. key partners nationally who can offer a nationwide discount to healthcare staff or a bonus or points scheme for healthcare staff using certain partners more often. • Analyse alternatives – a cost/benefit analysis approach to compare the options and consider resources required and projected return on investment. • Select an alternative – choose the most favourable option from the alternatives presented. Which option is likely to be the most beneficial to ‘Care 4 U’ and turn its fortunes around? • Implement the alternative – what resources in terms of staffing, money, equipment and materials, and timeframes are needed to implement the course of action successfully? • Evaluate effectiveness of decision – once the option has been chosen and implemented – its success needs to be reviewed and lessons learnt drawn. <p>Propose and explain a management strategy that can be deployed to improve the organisational performance of ‘Care 4 U’.</p> <p>Up to 3 marks awarded for a chosen strategy which may include:</p> <ul style="list-style-type: none"> • Growth strategy • Stability strategy • Renewal strategy • Diversification strategy <p>Up to 6 marks for developing the strategy that can be deployed.</p> <p>An example of a growth strategy could include targeting existing businesses to spend more money on advertising and provide an enhanced offer to healthcare staff. Also, development of the company’s website to make the discount scheme more readily available to both companies and customers/members.</p> <p>Other factors (not mentioned in the example above) may include factors such as:</p> <ul style="list-style-type: none"> • Offering a new package of benefits to new customers • Consolidating e.g. focusing on existing staff skills • Working with partners who specialise in on line advertising and marketing • Take-over/merger with a business that offers current expertise in on line advertising and marketing 	<p style="text-align: right;">9</p> <hr/> <p style="text-align: right;">25 marks</p>

<p>3a)</p>	<p>Explain, using a suitable model, the stage of team development at which the Lead Generation team is.</p> <p>Up to 3 marks to be awarded for answers identifying at what stage the team is, which may include:</p> <ul style="list-style-type: none"> • Forming • Storming • Norming • Performing • Dorming • Adjourning <p>From the case study evidence, the team is most likely at the Storming or Norming stages of team development.</p> <p>Up to 7 marks for justifying why the Lead Generation team is most likely at the Storming or Norming stages of team development.</p> <p>Factors from the case study to reinforce these claims include:</p> <ul style="list-style-type: none"> • Staff turnover • Upset staff • Growth and profitability of the company (until recently) • Accusations of bullying and harassment • High levels of cancellations of appointments and sales • Decline in advertising revenues <p>Answers can use a small number of factors in detail or a broader range of factors in less detail to justify their choice of stage of team development.</p>	<p>10</p>
<p>3b)</p>	<p>Propose and justify TWO (2) actions that can be taken to improve the Lead Generation team's performance.</p> <p>4 marks each to be awarded for proposing and justifying the actions to improve the Lead Generation team's performance. Actions may include:</p> <ul style="list-style-type: none"> • Training • Changing the bonus scheme • Creating a more conducive environment for high performance • Shadowing with sales executives (to gain insight into the full lead to sales process) • Sharing of best practices within the team 	<p>8</p>
<p>3c)</p>	<p>Discuss how morale can be improved to reduce staff turnover and improve company performance, using a motivational theory of your choice.</p> <p>Up to 6 marks to be awarded for suggestions as to how morale can be improved to reduce staff turnover and improve company performance.</p> <p>Suggestions may include:</p>	<p>12</p>

	<ul style="list-style-type: none"> • Change of management style • Job design – changing job roles and responsibilities • Creating a supportive working environment – moving from a more classical approach to a human relations approach • Improving promotion prospects • Offering rewards • Flexible working • Offering training opportunities <p>Up to 6 marks for use of an appropriate motivational theory such as:</p> <ul style="list-style-type: none"> • Maslow’s Hierarchy of Needs • Herzberg’s Two Factor Theory • McGregor’s X and Y Theory • McClelland Three Needs Theory • Locke’s Path-Goal Theory • Adam’s Equity Theory • Vroom’s Expectancy Theory <p>For example, if Maslow’s Hierarchy of Needs was used then more favourable contracts could be provided (to meet basic or safety needs), hosting social events and holding team meetings to encourage team bonding (to meet love and belonging needs), providing promotion opportunities (to meet esteem needs) and offering rewards/awards (to meet self-actualisation needs).</p>	<hr style="width: 100%;"/> 30 marks
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<p>4a)</p>	<p>Explain the preferred leadership style of Steven Jones according to the Hersey and Blanchard Situational Leadership model.</p> <p>Up to 3 marks to be awarded for the identification and description of a suitable leadership style from:</p> <ul style="list-style-type: none"> • Telling • Selling • Participating • Delegating <p>From the above it is most likely that answers should choose a more telling or selling leadership style according to Hersey and Blanchard.</p> <p>Up to 7 marks to be awarded for the reasons behind the choice explored from the case study, which could include:</p> <ul style="list-style-type: none"> • Charming person • Direct (assertive) • Target driven • Very Persuasive • Upsets staff • Increased staff turnover • Accusations of bullying and harassment 	<p>10</p>
<p>4b)</p>	<p>Define control and explain how the control process can be used to monitor and maintain the required levels of performance at ‘Care 4 U’.</p> <p>Up to 2 marks can be awarded for a definition of what the control process is which may be defined as the process of “monitoring activities to ensure that they are being accomplished as planned” (Robbins and Coulter, 2017). NB. Allow any other suitable definition.</p> <p>Up to 8 marks to be awarded for explaining the control process and how it can be used to manage levels of performance at ‘Care 4 U’ and includes the following steps:</p> <ul style="list-style-type: none"> • Establish performance objectives and standards – the CEO can set appropriate targets for the Lead Generation team and Sales Executives. • Measure actual performance – the success of generating leads, arranging appointments, closing deals and generating business can all be captured on a suitable CRM (customer relationship management system). • Compare actual performance - regular sales team meetings can be held and sales management reporting mechanisms put in place to measure actual performance against forecasts and targets. • Take necessary action – if a member of the Lead Generation team is struggling or a Sales Executive is not achieving sales 	<p>10</p>

	targets then a course of action can be put in place such as mentoring/coaching, training, closer monitoring. changing roles or taking disciplinary action over time.	<hr/> 20 marks
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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	Yes
2	2, 3	Yes
3	4	Yes
4	5	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
Analyse the function of management	Demonstrate adequate ability to analyse	Demonstrate ability to provide detailed and coherent analysis	Demonstrate ability to provide comprehensive, lucid analysis
Examine the management decision-making process	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references
Assess the use of management and organisational strategies	Demonstrate an adequate awareness of issues associated with the subject and make some appropriate judgements	Demonstrate a sound awareness of issues associated with the subject and make consistently appropriate judgements	Demonstrate a detailed awareness of the complexity of issues associated with the subject and make highly appropriate judgements
Analyse how management can influence individual and group performance	Demonstrate adequate ability to analyse	Demonstrate ability to provide detailed and coherent analysis	Demonstrate ability to provide comprehensive, lucid analysis
Examine theories of leadership and control	Provide examination of the subject with some suitable examples and references	Provide detailed examination of the subject with adequate use of appropriate references and examples	Provide consistently critical and detailed examination of the subject with innovative use of highly appropriate references