



LCCI
International
Qualifications



L4

**Pearson
LCCI Level 4 Certificate
in Organisational Behaviour
and Performance (VRQ)
(ASE20103)**

SAMPLE ASSESSMENT MATERIALS

Issue 2

For first teaching from September 2015

LCCI Qualifications

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This sample assessment material is Issue 2. Key changes are sidlined in the document. We will inform centres of any changes to this issue. The latest issue can be found on our website, qualifications.pearson.com

Acknowledgements

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Pearson LCCI

Certificate in Organisational Behaviour and Performance (VRQ)

Level 4

Sample assessment material for first teaching
September 2015

Time: 2 hours

Paper Reference

ASE20103

Complete the details below in block capitals.

Candidate name

Centre Code

Candidate Number

Candidate ID Number

You do not need any other materials.

Total Marks

Instructions

- Use **black** ink or ball-point pen
– *pencil can only be used for graphs, charts, diagrams, etc.*
- **Fill in the boxes** at the top of this page with your name, candidate number, centre code and your candidate ID number.
- Answer **all** questions.
- Answer the questions in the spaces provided
– *there may be more space than you need.*
- Answers should be given to an appropriate degree of accuracy.

Information

- The total mark for this paper is 100.
- The marks for **each** question are shown in brackets
– *use this as a guide as to how much time to spend on each question.*
- Calculators may be used.

Advice

- Read each question carefully before you start to answer it.
- Try to answer every question.
- You are advised to show your workings.
- Check your answers if you have time at the end.

Turn over ►

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Answer ALL questions. Write your answers in the spaces provided.

1 (a) Identify **two** characteristics of useful management information.

(2)

1

2

(b) Identify **two** principles on which a professional code of ethical behaviour is based.

(2)

1

2

(c) Explain how **two** examples of information technology can improve employees' personal effectiveness in the workplace.

(4)

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Read the following information and use it to answer questions 1(d) and 1(e).

Geo plc is organised into regional business units with accountability and responsibility devolved to the manager of each of the units.

The company has identified that the South East Business Unit has been underperforming for some time. This has had an impact on levels of profit and the turnover of skilled staff has been unusually high.

The Managing Director (MD) of the company's South East Business Unit has been in the role for a number of years and has a very traditional management style and approach. There is little delegated authority to staff as the MD believes this maintains better control of the unit. The MD is solely responsible for interviewing and appointing new staff.

Some of the staff work individually and are not allocated to a team. The work environment is quiet and there is very little interaction and socialising within the teams. The MD thinks this creates a positive and effective working environment.

The MD believes the issues the unit faces are due to ineffective teams whose members do not have the skills, competencies and personalities they claimed to possess at interview. The MD also identified individual time management, communication and effectiveness as being weak areas.

(d) Explain how the MD could apply Maslow's Theory of Human Motivation to address the current issues faced by the South East Business Unit.

(6)

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2 (a) Identify **two** components of aggregate demand.

(2)

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(b) Identify **two** reasons for measuring organisational performance.

(2)

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(c) Changes in interest rates impact upon economic growth.

Explain how the actions of producers may influence economic growth following an increase in interest rates.

(4)

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Read the following information and use it to answer questions 2(d) and 2(e).

The Government is to create a Technology Task Group that aims to support the use of information communication technology in small- and medium-sized firms. The Government is keen to promote the efficiencies in organisational practices that can be gained by these firms in areas such as procurement, sales and marketing and business planning.

The Technology Task Group will be led by the Managing Director of Eastland Technologies plc who, at last week's launch of the Technology Task Group, outlined the current challenges that businesses face:

"The economic policies implemented to address the public sector deficit are likely to influence the level of consumer demand as well as the rate of economic growth which, in turn, may impact on the level of business confidence. However, the increase in the size of the private sector which may result from these policies will provide significant opportunities for those firms who are cost effective and market orientated."

(d) Explain how the internet can promote efficiencies in organisational practices identified by the Government.

(6)

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3 (a) Explain **two** responsibilities of governance.

(4)

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(b) Explain **two** reasons why an organisation needs a human resources strategy.

(4)

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Read the following information and use it to answer questions 3(c) and 3(d).

Personal Credit and Finance plc provides loans and credit facilities to consumers. The Director of Information Technology (IT) Services has overall responsibility for the company's IT systems. The Director of Human Resources is responsible for personnel practices and human resource planning.

The following is an extract from the company's most recent internal audit report of its IT systems.

Section 1: An IT Policy has been produced and is included in the Staff Handbook; however the Handbook has not been updated for over five years. The Staff Handbook is sent to new employees before they start their employment but there is no formal induction programme and staff training is not planned systematically across all functional departments.

Section 2: An arrangement exists between Personal Credit and Finance plc and an external credit-checking agency, which provides the agency with access to customer data. Although there is a written agreement with the agency for them to destroy historical customer data that they might have copied, there is no formal mechanism to confirm that the destruction of the data has taken place.

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QUESTION 4 BEGINS ON THE NEXT PAGE.

4 Regal Manufacturing plc is a large manufacturing company operating from its headquarters in a rural location. It has a big full-time workforce and regularly employs casual staff when demand requires.

The company has maintained many of its usual business processes and has always recruited its employees from the local community in order to support the local economy.

The company now faces increased competition from international companies, which has resulted in the loss of a number of major contracts.

Following the outcome of a SWOT analysis, the company is now looking to commit significant funds to support the future expansion of the business. Local community groups have expressed concern about this expansion and its environmental impact on the local area.

The company is also going to invest in a management information system in order to improve innovation and a comprehensive training and development programme for staff.

Many casual staff consider the training and development programme to be unfair since it will be available to full-time employees only.

(a) Explain **two** benefits for an organisation of carrying out a SWOT analysis.

(4)

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Mark Scheme

Sample Assessment Materials

Pearson LCCI Level 4 Certificate in Organisational Behaviour and Performance (VRQ) (ASE20103)

General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.
- Where marks are awarded for own figure answers, these marks can only be awarded if evidence of how the candidate arrived at their values has been provided (their workings).
- If candidate's fail to provide their workings when instructed in the paper, it may not be possible to achieve all marks associated with the question, even if the final answer is correct.
- For calculation questions full marks can be awarded where correct answer is seen with no workings shown, unless question states that candidate must provide workings

Question	Answer (AO1 2)	Mark
1(a)	<p>Award 1 mark for each characteristic, up to 2 marks:</p> <ul style="list-style-type: none"> • Accurate • Complete • Cost effective • User-targeted • Relevant • Authoritative • Timely • Easy to use 	(2)

Question	Answer (AO1 2)	Mark
1(b)	<p>Award 1 mark for naming each principle, up to 2 marks, e.g.:</p> <ul style="list-style-type: none"> • Integrity • Objectivity • Confidentiality • Professional competence • Professional behaviour <p>Allow any other reasonable response.</p>	(2)

Question	Answer (AO1 2)/(AO3 2)	Mark
1(c)	<p>Award 1 mark for reason plus 1 mark for linked explanation, up to a maximum of 2 reasons and 2 explanations, e.g.:</p> <ul style="list-style-type: none"> • Shared calendars (e.g. MS Outlook/Google calendars) (1) can improve time management between teams/departments (1) • Video conferencing (1) can improve personal effectiveness by allowing information to be shared between colleagues in different locations (1) • Mobile phones/smartphones (1) can improve personal effectiveness by giving an employee the flexibility to complete work tasks while on the move (1) • Electronic timesheets (1) can improve personal effectiveness by allowing an employee to review time spent on work tasks (1) <p>Allow any other reasonable response.</p>	(4)

Question	Indicative content	
1(d)	<ul style="list-style-type: none"> • In terms of Maslow's Theory of Motivation, physiological and safety needs have been addressed • Therefore the MD needs to address the psychological needs next • The MD can address psychological needs by: <ul style="list-style-type: none"> ○ improving communication ○ praising staff ○ allocating all individuals to teams ○ encouraging communication within the team • Only after the MD satisfies the psychological needs can they address the esteem and self-actualisation needs 	
Level	Mark	Descriptor
	0	No rewardable material
Level 1	1-2	Displays limited application of organisational practice, theory or models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario.
Level 2	3-4	Displays application of organisational practice, theory or models in an appropriate and relevant business context. A largely descriptive approach with examples drawn from the question scenario.
Level 3	5-6	Displays an understanding of organisational practice, theory or models, which are applied in a relevant business context. Displays ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario.

Question	Indicative content
1(e)	<p>Focus on required competencies</p> <ul style="list-style-type: none"> • This will help Geo plc to recruit the right staff for the right job role • This will help Geo plc ensure that the candidate is able to perform their role effectively before they join the company • It can also give the company the opportunity to identify development opportunities for successful candidates <p>Improved collaboration</p> <ul style="list-style-type: none"> • Use of assessment centres will require increased communication and collaboration between different parts of the organisation and the South East Business Unit • This could have a positive effect on building relationships and greater cooperation in the work environment <p>Improves decision making</p> <ul style="list-style-type: none"> • Geo plc’s team of assessors in the assessment centre should be made up of relevant line managers and professionals from the HR department • This will provide a more balanced view of the candidate and not rely on the MD’s intuition and judgement of character <p>Help prevent bias within current interview process</p> <ul style="list-style-type: none"> • The MD’s previous traditional and closed approach of interviewing candidates, and basing the decision to recruit on their opinion, will have meant an unbalanced and ill-informed decision being made • The use of an assessment centre will increase fairness in the selection process at Geo plc. The use of a team of assessors with various skills and approaches should help to reduce the chance of error and bias and reduce discrimination <p>Reduce staff turnover (increase retention)</p> <ul style="list-style-type: none"> • By reducing the rate of staff turnover the company will benefit from reduced costs and less disruption to its operations • By using assessment centres Geo plc can ensure successful candidates are matched to the job requirements and therefore more likely to stay within the role • This will increase stability and reduce disruption for the workforce

Level	Mark	Descriptor
	0	No rewardable material
Level 1	1-2	Displays limited application of organisational theory or models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario. Factors to support a logical chain of reasoning are not present or are not examined methodically.
Level 2	3-5	Displays application of organisational theory or models in an appropriate and relevant business context. A largely descriptive approach with examples drawn from the question scenario. Some factors to support a chain of reasoning are identified but are not examined methodically.
Level 3	6-8	Displays an understanding of organisational theory or models, which are applied in a relevant business context. Displays ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario. Displays an understanding of the essential themes present in the question scenario broken down into their constituent parts in order present a logical and coherent chain of reasoning.

Question	Answer (AO1 2)	Mark
2(a)	<p>Award 1 mark for each component, up to 2 marks:</p> <ul style="list-style-type: none"> • Consumption • Investment • Government expenditure • Exports 	(2)

Question	Answer (AO1 2)	Mark
2(b)	<p>Award 1 mark for each reason, up to 2 marks, e.g.:</p> <ul style="list-style-type: none"> • To monitor targets • To address deficiencies in performance • To provide information to key stakeholders • To reward staff <p>Allow any other reasonable response.</p>	(2)

Question	Answer (AO1 2)/(AO3 2)	Mark
2(c)	<p>Award 1 mark for reason plus 1 mark for linked explanation, up to a maximum of 2 reasons and 2 explanations, e.g.:</p> <p>An increase in interest rates will impact on both consumer demand (1) and production costs (1). Producers will respond to the fall in consumer demand by reducing production (1) and, in addition, given the increase in the cost of borrowing, may reduce their demand for business loans, which may impact negatively on aggregate demand/economic growth (1).</p> <p>Allow any other reasonable response.</p>	(4)

Question	Indicative content	
2(d)	<p>The extract identifies three areas in which the internet can promote efficiencies in organisational practice.</p> <p>1. Procurement – since procurement activities are no longer confined to the local home market, significant savings may also be made in securing cheaper supplies based in different regions of the home market, and in different countries, resulting in lower unit costs</p> <p>2. Sales and marketing – since the internet allows access to the global market 24/7, enabling a business to establish a marketing strategy including online social media platforms, this generates international consumers who are able to purchase goods online, resulting in lower unit sales and distribution costs</p> <p>3. Business planning – businesses need to have access to relevant and timely management information that can be used in the planning process. The internet gives a business access to current performance, market research data and competitor performance, which means that there is less risk that business decisions will impact negatively on costs and turnover</p>	
Level	Mark	Descriptor
	0	No rewardable material
Level 1	1-2	Displays limited application of organisational practice, theory or models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario.
Level 2	3-4	Displays application of organisational practice, theory or models in an appropriate and relevant business context. A largely descriptive approach with examples drawn from the question scenario.
Level 3	5-6	Displays an understanding of organisational practice, theory or models, which are applied in a relevant business context. Displays ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario.

Question	Indicative content
2(e)	<p>Consequences of public sector deficits:</p> <ul style="list-style-type: none"> • government expenditure over time exceeds Government revenue • has to be funded by Government borrowing • over time can have significant implications for Government and the economy as a whole <p>Reduction in Government expenditure</p> <ul style="list-style-type: none"> • direct reductions in budget allocations to public services such as health and education • may lead to high levels of unemployment as workers are displaced from the public sector • may result in a fall in consumer demand for goods and services • can exert a negative influence on business output, sales turnover and profits <p>Measures to increase Government revenue</p> <ul style="list-style-type: none"> • may focus on the tax regime • increase in general taxation rates can impact negatively on aggregate demand • may impact negatively on output and business profits <p>Reducing the size of the public sector</p> <ul style="list-style-type: none"> • 'rebalancing' the economy such that the total size of the public sector is reduced relative to the private sector • some public service will only generate profits and deliver shareholder returns if prices are increased • private firms may deliver the services at a lower cost by reducing the workforce • may lead to unemployment and a fall in consumer demand • gives businesses the opportunity of providing those goods and services previously supplied by the Government, resulting in higher sales turnover and profits.

Level	Mark	Descriptor
	0	No rewardable material
Level 1	1-3	Displays limited application of theory or business models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario. Factors to support a logical chain of reasoning are not present or are not examined methodically. A supported judgement is not present or the judgement presented is not supported by evidence drawn from the question scenario, organisational theory or relevant business practice.
Level 2	4-7	Displays application of organisational theory or business models in an appropriate and relevant business context. A largely descriptive approach with examples drawn from the question scenario. Factors to support a chain of reasoning are identified and supported by evidence drawn from the question scenario, organisational theory or relevant business practice but are not examined methodically and the chain of reasoning presented is not sufficiently well developed or balanced to make a supported judgement.
Level 3	8-10	Displays an understanding of theory or models, which are applied in a relevant business context. Displays the ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario. Displays an understanding of the essential themes present in the question scenario broken down into their constituent parts in order to present a logical and coherent chain of reasoning. The assessment is balanced and well contextualised showing an awareness of competing arguments leading to a supported judgement.

Question	Answer (AO1 2)/(AO3 2)	Mark
3(a)	<p>Award 1 mark for stating responsibility plus 1 mark for linked explanation, up to a maximum of 2 responsibilities and 2 explanations, e.g.:</p> <ul style="list-style-type: none"> • Ensuring the company is operating within the legal framework (1) by considering things such as a company's health and safety and employment policies/Companies Act (1) • Assist in planning (1) by determining the company's long-term strategic plan and objectives (1) • Organisational risk mitigation (1) by ensuring that business risks are evaluated and managed (1) <p>Allow any other reasonable response.</p>	(4)

Question	Answer (AO1 2)/(AO3 2)	Mark
3(b)	<p>Award 1 mark for reason plus 1 mark for linked explanation, up to a maximum of 2 reasons and 2 explanations, e.g.:</p> <ul style="list-style-type: none"> • To comply with statutory labour legislation (1) in order to reduce the level of business risk (1) • To improve planning (1) by aligning strategic plans with workforce requirements (1) • To determine training and development priorities (1) in order to address the organisation's skill requirements (1) • To assess workforce performance against company standards (1) by having a performance appraisal system (1) <p>Allow any other reasonable response.</p>	(4)

Question	Indicative content	
3(c)	<p>Planning</p> <ul style="list-style-type: none"> • identify the priorities drawn from the internal audit report • may establish a plan for the implementation of company-wide induction programme <p>Coordination</p> <ul style="list-style-type: none"> • consider how the resources required can be organised • ensure that planning deadlines are met and not subject to delay • brief managers from the functional areas on their responsibilities in producing material for the Handbook <p>Directing</p> <ul style="list-style-type: none"> • ensure all those involved in delivering the plan are clear on their responsibility, accountability and the associated reporting channels <p>Control</p> <ul style="list-style-type: none"> • maintain overall control of the internal audit implementation plan • any issues which may arise resulting in planning targets and deadlines not being met are swiftly addressed and appropriate recovery plans put in place. 	
Level	Mark	Descriptor
	0	No rewardable material
Level 1	1-2	Displays limited application of organisational theory or models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario. Factors to support a logical chain of reasoning are not present or are not examined methodically.
Level 2	3-5	Displays application of organisational theory or models in an appropriate and relevant business context. A largely descriptive approach with examples drawn from the question scenario. Some factors to support a chain of reasoning are identified but are not examined methodically.
Level 3	6-8	Displays an understanding of organisational theory or models, which are applied in a relevant business context. Displays ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario. Displays an understanding of the essential themes present in the question scenario broken down into their constituent parts in order present a logical and coherent chain of reasoning.

Question	Indicative content
3(d)	<p>Evaluation of business risks</p> <ul style="list-style-type: none"> • Evaluating business risks is undertaken by establishing a risk assessment matrix that measures the probability or likelihood of an event occurring mapped against the impact of the event. • A 'risk value' can then be used to evaluate both the type of risk – for example financial, reputational or legal – and the level of risk – either high, medium or low. <p>Risk assessment</p> <ul style="list-style-type: none"> • the existence of a written agreement significantly reduces the likelihood that such data will not be destroyed. • the impact on Personal Credit and Finance plc should this not be the case would be significant both in terms of the company's reputation and potential financial liability. • Personal Credit and Finance plc may be able to recover financial damages from the credit checking agency, which reduces the financial risks it is exposed to (although there may still be long term damage to its reputation). • Hence this could be classified as a MEDIUM/LOW RISK. <p>Risk management strategies</p> <ul style="list-style-type: none"> • Establish a system to ensure that live data has been destroyed once it is no longer required. • Review the current legal status of the agreement with the credit-checking agency and update as required. • Obtain written confirmation from the credit-checking agency confirming that customer data has been destroyed.

Level	Mark	Descriptor
	0	No rewardable material
Level 1	1-3	Displays limited application of theory or business models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario. Factors to support a logical chain of reasoning are not present or are not examined methodically. A supported conclusion is not present or the conclusion presented is not supported by evidence drawn from the question scenario, organisational theory or relevant business practice.
Level 2	4-7	Displays application of organisational theory or business models in an appropriate and relevant business context. A largely descriptive approach with examples drawn from the question scenario. Factors to support a chain of reasoning are identified and supported by evidence drawn from the question scenario, organisational theory or relevant business practice but are not examined methodically and the chain of reasoning presented is not sufficiently well developed or balanced to support a robust supported conclusion.
Level 3	8-12	Displays an understanding of theory or models, which are applied in a relevant business context. Displays the ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario. Displays an understanding of the essential themes present in the question scenario broken down into their constituent parts in order to present a logical and coherent chain of reasoning. Careful consideration is given to all relevant factors drawn from the question scenario with additional evidence drawn from relevant organisational theory or business best practice in order to present a reasoned and logically robust conclusion.

Question	Answer (AO1 2)/(AO3 2)	Mark
4(a)	<p>Award 1 mark for stating benefit plus 1 mark for linked explanation, up to a maximum of 2 reasons and 2 explanations, e.g.:</p> <p>A SWOT analysis allows the organisation to:</p> <ul style="list-style-type: none"> • Evaluate strengths of an organisation (1) this benefits the organisation by ensuring that it continues to invest/spend time on the areas it is good at (1) • Evaluate weaknesses of an organisation (1) this benefits the organisation because it can take corrective action to address the weakness (1) • Evaluate opportunities for an organisation (1) events or changes in the external environment that can be exploited, things that are likely to go well in the future (1) • Evaluate threats to an organisation (1) events or changes in the external environment that the organisation will need to protect itself against, things that could go wrong in the future (1) <p>Allow any other reasonable response.</p>	(4)

Question	Indicative content
4(b)	<p>Positive impacts</p> <ul style="list-style-type: none"> • Learning new skills • Improved career prospects • Networking • Job security • Multi-skilling – more skills at your disposal • Potential for financial reward • Motivating/feel cared for • Increased safety <p>Negative impacts</p> <ul style="list-style-type: none"> • Forcing learning could demotivate them • Negative for casual staff – demotivating, not feeling part of the team, might have to cover full-time employees who are out training • Negative opportunity cost – missing out on work time • Lack of opportunity to apply their newly-learned skills

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Level 3	8-10	Displays an understanding of theory or models, which are applied in a relevant business context. Displays the ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario. Displays an understanding of the essential themes present in the question scenario broken down into their constituent parts in order to present a logical and coherent chain of reasoning. The assessment is balanced and well contextualised showing an awareness of competing arguments leading to a supported judgement.

Question	Indicative content
4(c)	<p>Major customers would be the 'key players'</p> <ul style="list-style-type: none"> • Need to consider them within the strategy. • Product development aimed at major customers. • The company strategy must be acceptable to them. • They have significant enough interest to be considered in the organisation's strategy as demonstrated by Regal Manufacturing plc investing heavily in product development to keep them engaged with the company. <p>Institutional shareholders should be 'kept satisfied'</p> <ul style="list-style-type: none"> • Could move to increased role in strategic decision making. • They have been kept satisfied with the generous dividend payments. • They may, however, move to become more engaged with the strategy should they not be satisfied with the company's direction. <p>Local community groups should be 'kept informed'</p> <ul style="list-style-type: none"> • Expansion of Regal Manufacturing plc's factory in the rural location has upset some of the local community. • The company therefore needs to keep these groups informed of the progress of the development of the site. <p>Casual labour should be maintained with 'minimal effort'</p> <ul style="list-style-type: none"> • The casual staff have expressed disappointment that they will not be benefiting from the introduction of the training and development programme. • Owing to their lack of power over the organisation, the strength of their concern, or any effect they could have on the company, is minimal. • Therefore, considered that only minimal effort needs to be made to maintain these stakeholders.

Level	Mark	Descriptor
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Level 1	1-3	Displays limited application of theory or business models in an appropriate business context. A largely descriptive approach with unsupported or generalised examples, which are not related to the question scenario. Factors to support a logical chain of reasoning are not present or are not examined methodically. A supported conclusion is not present or the conclusion presented is not supported by evidence drawn from the question scenario, organisational theory or relevant business practice.
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Level 3	8-12	Displays an understanding of theory or models, which are applied in a relevant business context. Displays the ability to link knowledge and understanding using relevant examples and inferences drawn from the question scenario. Displays an understanding of the essential themes present in the question scenario broken down into their constituent parts in order to present a logical and coherent chain of reasoning. Careful consideration is given to all relevant factors drawn from the question scenario with additional evidence drawn from relevant organisational theory or business best practice in order to present a reasoned and logically robust conclusion.

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please visit our website: qualifications.pearson.com/lcci

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