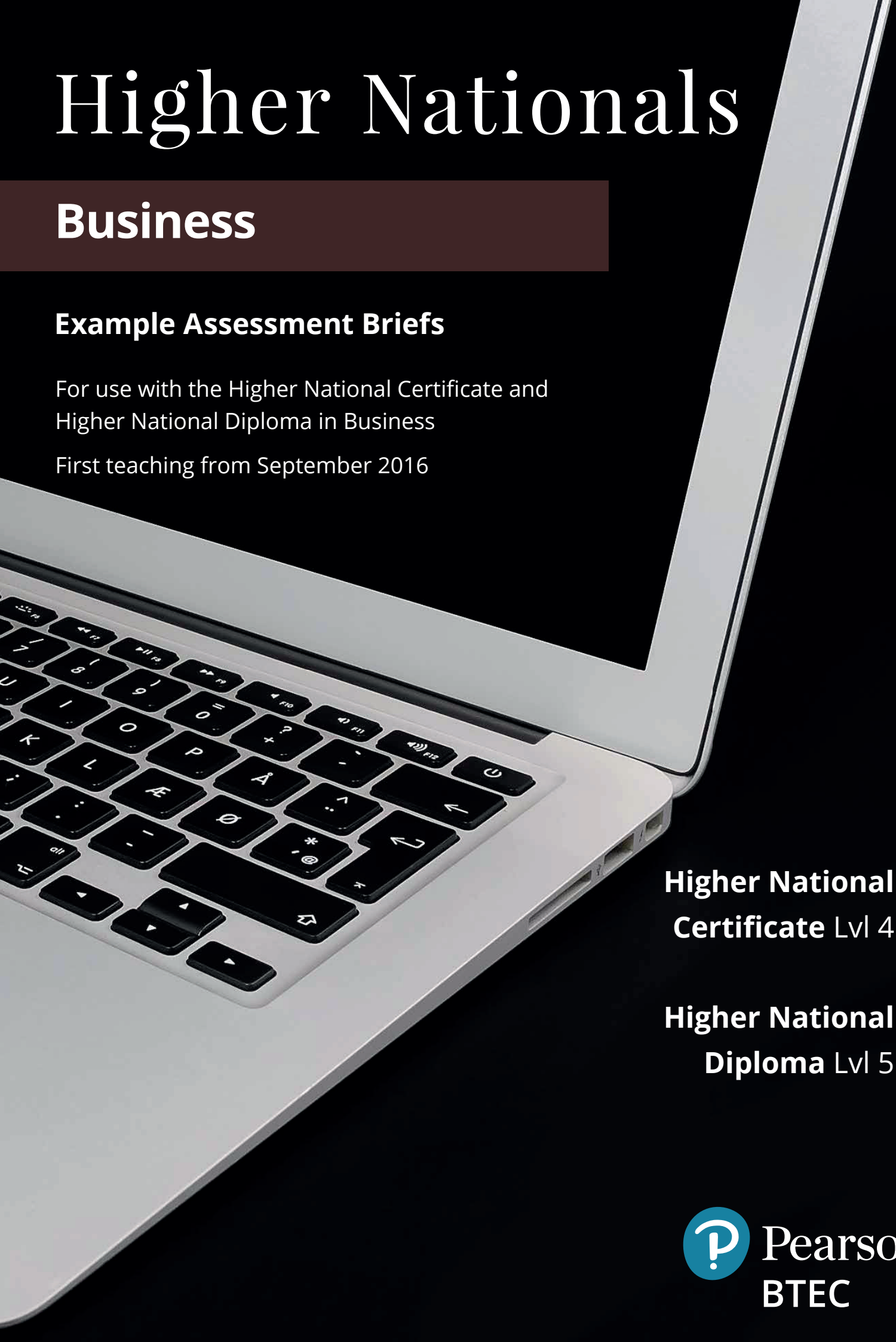
Higher Nationals

Business

Example Assessment Briefs

For use with the Higher National Certificate and Higher National Diploma in Business

First teaching from September 2016



Higher National Certificate Lvl 4

Higher National Diploma Lvl 5

Pearson BTEC

Edexcel, BTEC and LCCI qualifications

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1 Introduction

The Assessment Brief forms a critical part of the assessment process for students and teachers. The Brief should provide the student with a clear opportunity to achieve pass, merit or distinction through engaging in an assignment that will allow them to evidence their knowledge and skill through their achievement of learning. A well-structured assignment brief, that is contextualised by a vocational scenario, should provide the student with a modelled real-world situation that reflects the type of work that they may undertake in future employment.

Pearson Example Assessment Briefs (EABs) provide tutors with a reference point for the development of unique assignments, which are tailored to a specific location, employment context and the centre's approach to the subject. In addition, the EABs offer suggestions to encourage the development of collaborative and interpersonal skills, as well as developing cognitive skills and understanding of the professional behaviours associated with the relevant industry or sector. As with any assessment brief, the Pearson EABs are intended to provide a model of an assessment that is valid, sufficient, authentic, appropriate and relevant.

This booklet includes an EAB for every unit within the relevant Higher National qualification. Reviewing these will provide tutors with suggestions about the types of assignments that might be used for assessment, the structure and language of assignment briefs, and inspiration for how to develop new approaches.

1.1 Guidance only

EABs are for guidance and support only. They are **not** to be used directly for assessment.

These EABs are not developed with a context specific to a set of students or a location; both of which are critical to the development of good assessments. Centres **should** develop their own assignments, as they will be able to provide students with a relevant context and scenario.

EABs may be used as a starting point for the development of an assignment, however centres **must** modify and revise the Example Assessment Brief to provide students with a brief that is sufficiently localised, with a relevant vocational context/scenario, and a locally relevant set of assessment evidence requirements; in order that the assessment is rooted in the 'real world' of the students' experience.

All assignments must still be verified, in line with Pearson's requirements for internal verification of assignments and assessment results. For additional support and guidance please refer to our *Pearson BTEC Assignment Checking Service* on our website http://qualifications.pearson.com

2 Support materials

In addition to these EABs, Pearson have a range of additional support materials available. These are intended to provide you with further information to enhance your development of assignments and assessment practice.

2.1 Training Video – Assignment Writing and Assessment for RQF Pearson BTEC Higher Nationals

This training video explores:

- the principles and ethos of assessment in the new RQF Pearson BTEC Higher Nationals
- approaches to, and development of, assignment briefs mapped to learning outcomes and assessment
- documentation and requirements for assignments briefs
- the importance and process of internal verification.

We highly recommend tutors to watch the training video on the Pearson YouTube channel here.

2.2 Training Video – Pearson-set Assignment for RQF Pearson BTEC Higher Nationals

This training video explores:

- the purpose of the Pearson-set assignment
- the timeline for release of themes and topics
- writing an assignment for the Pearson-set assignment
- integrating external links in learning, teaching and assessment
- related support materials.

We highly recommend tutors to watch the training video on the Pearson YouTube channel here.

2.3 Support for Quality Assurance and Assessment of BTEC Higher Nationals

Pearson provide a range of information and guidance to support centres to deliver and manage quality in BTEC Higher Nationals.

Visiting our website, for Enhanced quality assurance, here, provides information and guidance related to:

- Centre approval and re-approval
- Annual monitoring
- Planning units
- Learning strategies
- External links
- Assessment strategies
- Peer and self assessment
- Group work
- Time constrained assessment activities
- Quality assurance, including external examination, Annual Programme Monitoring Review (APMR) and the Annual Student Survey.

3 Example Assessment Briefs

Unit 1: Business and the Business Environment

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**1 Business and the Business Environment**
Academic Year	
Unit Tutor	
Assignment Title	**Organisational Types, Functions and Structures**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a portfolio of factsheets and an organisation chart. The factsheets should be written in a concise style to summarise and highlight key information and data. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Explain the different types, size and scope of organisations **LO2** Demonstrate the interrelationship of the various functions within an organisation and how they link to organisational structure	

Assignment Brief and Guidance

Scenario and activity:

You have been employed as an assistant business analyst by a large multinational organisation [named organisation/an organisation of your choice – your own place of work if appropriate], to investigate different types and sizes of business they will have to compete with.

You are required to investigate and analyse three different types of organisations, their size and classification to highlight differences between them. This should include their legal structure, size and scope, as well as their key stakeholders.

For one of the organisations you must then explain the various functions within the business and create an organisational chart to explore the interrelationships between different functions. You must also explain how this would be different in the other two organisations.

This will be presented as a portfolio of factsheets including an organisation chart to the CEO and should include the following:

1. Introduction to provide an overview of different types of organisations and the growth of the international business environment.
2. An explanation of each of the chosen organisations, including: background details of the organisation; the products and services they supply; the size and scope of the organisation; their vision, mission and business objectives; the organisational and legal structure; and information about their stakeholders.
3. In detail, examine the different business functions for one of the chosen organisations, using an organisation chart to show how the functions interrelate and analyse the advantages and disadvantages of how they relate to and impact the structure of the organisation.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Explain the different types, size and scope of organisations</td><td rowspan="4">LO1 and LO2

D1 Provide a critical analysis of the complexities of different types of business structures and the interrelationships of the different organisational functions.</td></tr>
<tr><td>P1 Explain different types and purposes of organisations; public, private and voluntary sectors and legal structures.

P2 Explain the size and scope of a range of different types of organisations.</td><td>M1 Analyse how the structure, size and scope of different organisations link to the business objectives and product and services offered by the organisation.</td></tr>
<tr><td colspan="2">LO2 Demonstrate the interrelationship of the various functions within an organisation and how they link to organisational structure</td></tr>
<tr><td>P3 Explain the relationship between different organisational functions and how they link to organisational objectives and structure.</td><td>M2 Analyse the advantages and disadvantages of interrelationships between organisational functions and the impact that can have upon organisational structure.</td></tr>
</table>

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**1 Business and the Business Environment**
Academic Year	
Unit Tutor	
Assignment Title	**Business Environmental Analysis**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of a written report that includes a PESTLE analysis and a SWOT or TOWS analysis, and a 5–10 minute PowerPoint presentation of the key findings.

The report should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000– 1,500 words, although you will not be penalised for exceeding the total word limit.

The presentation slides for the findings should be submitted with speaker notes as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. The recommended word limit is 500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO3 Use contemporary examples to demonstrate both the positive and negative influence/impact the macro environment has on business operations.

LO4 Determine the internal strengths and weaknesses of specific businesses and explain their interrelationship with external macro factors.

Assignment Brief and Guidance

Scenario and activity:

With reference to Assignment one, you and your partner (pairs) have been employed as assistant business analysts by a large multinational organisation [named organisation/an organisation of your choice – your own place of work if appropriate] to analyse the current macro and micro factors that influence or impact the organisation. You are to produce a report and present a summary of findings to the board of directors.

1. Using PESTLE analysis identify and discuss the various macro environmental factors thathave an impact upon the organisation, highlighting the positive and negative impacts using specific examples to support your findings.
2. Apply a SWOT or TOWS analysis to your organisation to identify their key strengths and weaknesses. Explain the interrelationships these have with the external factors previously discussed.
3. Present a critical reflection of key findings and evaluate how they influence the decision-making process.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Use contemporary examples to demonstrate both the positive and negative influence/impact the macro environment has on business operations</td><td rowspan="4">LO3 and LO4

D2 Critically evaluate the impacts that both macro and micro factors have upon business objectives and decision-making.</td></tr>
<tr><td>P4 Identify the positive and negative impacts the macro environment has upon business operations, supported by specific examples.</td><td>M3 Apply appropriately the PESTLE model to support a detailed analysis of the macro environment within an organisation.</td></tr>
<tr><td colspan="2">LO4 Determine the internal strengths and weaknesses of specific businesses and explain their interrelationship with external macro factors</td></tr>
<tr><td>P5 Conduct internal and external analysis of specific organisations in order to identify strengths and weaknesses.

P6 Explain how strengths and weaknesses interrelate with external macro factors.</td><td>M4 Apply appropriately SWOT/TOWS analysis and justify how they influence decision-making.</td></tr>
</table>

Unit 2: Marketing Essentials

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**2 Marketing Essentials**
Academic Year	
Unit Tutor	
Assignment Title	**Marketing Concepts and Internal Relations**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10-minute individual academic poster presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500– 2,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Explain the role of marketing and how it interrelates with other functional units of an organisation	

Assignment Brief and Guidance

Scenario and activity:

You are applying for the role of marketing executive within [named organisation/an organisation of your choice – your own place of work if appropriate], and as part of the interview process you are required to discuss the concept of marketing as well as its role within the organisation. Further to this you will have to explore how marketing interrelates with other functions within the business.

This will be a 10-minute presentation of a creative academic poster as part of the interview. Your presentation should cover the following:

1. Introduction to the concept of marketing, including current and future trends.
2. An overview of the different marketing processes.
3. Explanation of the role and responsibilities of a marketing manager in the context of the organisation.
4. An analysis of how marketing influences and interrelates with other functional departments of the organisation.
5. Analyse the value and importance of the marketing role in the context of the organisation.
6. Conclusions that summarise the significance of having effective interrelationships between different functional departments.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the role of marketing and how it interrelates with other functional units of an organisation		
P1 Explain the key roles and responsibilities of the marketing function. **P2** Explain how roles and responsibilities of marketing relate to the wider organisational context.	**M1** Analyse the roles and responsibilities of marketing in the context of the marketing environment. **M2** Analyse the significance of interrelationships between marketing and other functional units of an organisation.	**D1** Critically analyse and evaluate the key elements of the marketing function and how they interrelate with other functional units of an organisation.

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**2 Marketing Essentials**
Academic Year	
Unit Tutor	
Assignment Title	**Marketing Strategy and Application**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
Part A: A briefing paper of the situational analysis research to support the marketing plan goals and objectives. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit. **Part B:** A completed marketing plan. A marketing plan template will be provided, but it is not mandatory to use this.

Unit Learning Outcomes
LO2 Compare ways in which organisations use elements of the marketing mix (7Ps) to achieve overall business objectives **LO3** Develop and evaluate a basic marketing plan

Assignment Brief and Guidance
Scenario and activity: With reference to assignment one, you have been appointed as the new marketing executive for [named organisation/an organisation of your choice – your own place of work if appropriate]. The first objective you have been set is to research the competition and produce a marketing plan based on your findings, to drive forward the marketing objectives for the organisation. This assignment has two parts: **Part A:** Compare how two different organisations within the same competitive market apply the various elements of the 7Ps marketing mix. This will be submitted as a briefing paper for the marketing team. The briefing paper will evaluate how the marketing mix is applied to achieve business objectives, relating to the two chosen organisations. This research will inform your situational analysis and enable you to formulate marketing goals and objectives for your organisation based on the comparative findings. **Part B:** Produce a marketing plan to meet marketing goals and objectives. The marketing plan should include all elements of the 7Ps marketing mix, with a tactical action plan and measures for monitoring and evaluating progress and meeting of goals and objectives.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO2 Compare ways in which organisations use elements of the marketing mix (7Ps) to achieve overall business objectives</td><td rowspan="4">LO2 and LO3
D2 Design a strategic marketing plan that tactically applies the use of the 7Ps to achieve overall marketing objectives.</td></tr>
<tr><td>P3 Compare the ways in which different organisations apply the marketing mix to the marketing planning process to achieve business objectives.</td><td>M3 Evaluate different tactics applied by organisations to demonstrate how business objectives can be achieved.</td></tr>
<tr><td colspan="2">LO3 Develop and evaluate a basic marketing plan</td></tr>
<tr><td>P4 Produce and evaluate a basic marketing plan for an organisation.</td><td>M4 Produce a detailed, coherent evidence-based marketing plan for an organisation.</td></tr>
</table>

Unit 3: Human Resource Management

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**3 Human Resource Management**
Academic Year	
Unit Tutor	
Assignment Title	**Human Resources Employee Induction Manual**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an HR employee induction manual. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business functions. **LO2** Evaluate the effectiveness of the key elements of Human Resource Management in an organisation.

Assignment Brief and Guidance

Scenario and activity:

As a newly appointed assistant human resource officer for [named organisation/an organisation of your choice – your own place of work if appropriate] you have been tasked with producing an employee induction manual for new staff being recruited into the Human Resources (HR) department.

The manual will provide details on the purpose of HR and the main HR functions within the organisation with an overview of different HR practices.

The Employee Induction Manual should cover then following:

1. An introduction to the chosen organisation including mission statement, purpose and core business objectives.
2. An explanation of the purpose of the HR function and the key roles and responsibilities of the HR function, highlighting the significance that HR plays in acquiring talent to meet business objectives.
3. An assessment of the approach to workforce planning, recruitment and selection, development and training, performance management and reward systems.
4. Inclusion of case study examples to examine the different methods used in HR practices.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives</td><td rowspan="2">D1 Critically evaluate the strengths and weaknesses of different approaches to recruitment and selection, supported by specific examples.</td></tr>
<tr><td>P1 Explain the purpose and the functions of HRM, applicable to workforce planning and resourcing an organisation.
P2 Explain the strengths and weaknesses of different approaches to recruitment and selection.</td><td>M1 Assess how the functions of HRM can provide talent and skills appropriate to fulfil business objectives
M2 Evaluate the strengths and weaknesses of different approaches to recruitment and selection.</td></tr>
<tr><td colspan="2">LO2 Evaluate the effectiveness of the key elements of Human Resource Management in an organisation</td><td rowspan="2">D2 Critically evaluate HRM practices and application within an organisational context, using a range of specific examples.</td></tr>
<tr><td>P3 Explain the benefits of different HRM practices within an organisation for both the employer and employee.
P4 Evaluate the effectiveness of different HRM practices in terms of raising organisational profit and productivity.</td><td>M3 Assess different methods used in HRM practices, providing specific examples to support evaluation within an organisational context.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**3 Human Resource Management**
Academic Year	
Unit Tutor	
Assignment Title	**The Job Application**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a group completed portfolio folder, including specific documentation: job specification, CV, interview selection criteria, interview notes and preparation, and an evaluation of the process. The evaluation of HR practices and the process of recruitment and selection is a written piece of work with a recommended word limit of 500–1,000 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO3 Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation. **LO4** Apply Human Resource Management practices in a work-related context

Assignment Brief and Guidance

Scenario and activity:

While working as an intern in the Human Resources (HR) department of an organisation [insert name here], you have been asked to take part in testing the new recruitment and selection process.

You will work in a small team (3–4 members) to design a job specification for a particular job role and then you will take part in an interview simulation for a job role advertised by another team.

The aim of your team is to test the recruitment and selection process and each complete an individual document portfolio to submit. The document portfolio should include:

1. The design of a job specification for one of a number of given positions in the organisation.
2. A CV for each student, tailored to apply for one of the positions advertised by another team.
3. Documentation of preparatory notes for interviews, interview notes based on selection criteria and a justified decision of the candidate selected.
4. A job offer to the selected candidate.
5. An evaluation of the process and the rationale for conducting appropriate HR practices.

In addition to this you are to produce an evaluation summary of employee relations and employment legislation that relate to these HR practices. This is to be presented to new applicants as a document that outlines the guidelines of the organisation. Covering the following:

1. The approach to and effectiveness of employee relations and employee engagement, with mention of the flexible organisation and flexible working practices and 'employer of choice'.
2. Key aspects of employment legislation within which the organisation must work.

An evaluation of how employee relations and employment legislation inform decision making and meets business objectives.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Apply Human Resource Management practices in a work-related context		
P7 Illustrate the application of HRM practices in a work-related context, using specific examples.	**M5** Provide a rationale for the application of specific HRM practices in a work-related context.	**LO3 and LO4** **D3** Critically evaluate employee relations and the application of HRM practices that inform and influence decision-making in an organisational context.

Unit 4: Management and Operations

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**4 Management and Operations**
Academic Year	
Unit Tutor	
Assignment Title	**Leadership and Management Concepts**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an investigative case study report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Differentiate between the role of a leader and the function of a manager **LO2** Apply the role of a leader and the function of a manager in given contexts	

Assignment Brief and Guidance

Scenario and activity:

You are working as a human resources intern at your college /or [named organisation that you can gain access to /an organisation of your choice – your own place of work if appropriate] and have been asked by the Principal/CEO to investigate the impact of leaders and managers on the operations of the company. You will conduct a number of interviews within the organisation to compare and examine the role of a leader and the function of a manager.

You will conduct at least one interview with a member of the leadership team and one with a line manager to discuss their roles and how they respond to different situations that may arise.

You are to produce a report based on your findings for the senior leadership team that includes the following:

1. An introduction to the college/ chosen organisation management structure
2. Definition and roles of both managers and leaders, highlighting the differences between management and leadership
3. Analysis of the different roles of management and leadership in application to different organisational situations, supported by theories and concepts.
4. Evaluation of the strengths and weaknesses of different approaches to leadership and management to draw conclusions that support theories of leadership.
5. Conclusions on how managers and leaders have made an impact on the organisation and recommendations for future improvements.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Differentiate between the role of a leader and the function of a manager</td><td rowspan="4">LO1 and LO2
D1 Critically analyse and evaluate the different theories and approaches to leadership in given contexts.</td></tr>
<tr><td>P1 Define and compare the different roles and characteristics of a leader and a manager.</td><td>M1 Analyse and differentiate between the role of a leader and function of a manager by effectively applying a range of theories and concepts.</td></tr>
<tr><td colspan="2">LO2 Apply the role of a leader and the function of a manager in given contexts</td></tr>
<tr><td>P2 Examine examples of how the role of a leader and the function of a manager apply in different situational contexts.

P3 Apply different theories and models of approach, including situational leadership, systems leadership and contingency.</td><td>M2 Examine strengths and weaknesses to appraise different approaches to situations within the work environment.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**4 Management and Operations**
Academic Year	
Unit Tutor	
Assignment Title	**Leaders and Operations Management**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a small group 10-minute individual story board presentation and 5 minutes allocated for questions. The story board and speaker notes should be submitted as one copy. You are required to make effective use of illustrations, graphics and narrative sections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500– 2,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes
LO3 Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation **LO4** Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment

Assignment Brief and Guidance

Scenario and activity:

Since reporting on the role of management and leadership within your college or [insert organisation name], the Principal/CEO have now asked you to feedback on best approaches and practices with regards to operations management.

This will take the form of a visual 15-minute presentation using a story board template to the leadership team that will address how the leadership and management team can improve overall operations within the company. You will work with a small team of 3 – 4 individuals.

To assist with this you will need to investigate external business factors that influence operational management and the decisions the management team makes.

The presentation slides should cover the following areas:

1. An introduction to the key operations of the organisation.
2. Details of each of the key operational functions, identifying the roles and responsibilities of managers in the key operational functions.
3. Explanation of the key operational approaches to operations management and their value.
4. An evaluation of the impact of external business environment factors that affect decision- making by leaders and managers.
5. How operational efficiencies can be improved to successfully meet business objectives using appropriate management and leadership approaches.

Conclusions and supported recommendations for future improvements to be taken by the organisation.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation</td><td rowspan="5">LO3 and LO4
D2 Critically evaluate application of operations management and factors that impact on the wider business environment.</td></tr>
<tr><td>P4 Explain the key approaches to operations management and the role that leaders and managers play.
P5 Explain the importance and value of operations management in achieving business objectives.</td><td>M3 Evaluate how leaders and managers can improve efficiencies of operational management to successfully meet business objectives.</td></tr>
<tr><td colspan="2">LO4 Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment</td></tr>
<tr><td>P6 Assess the factors within the business environment that impact upon operational management and decision-making by leaders and managers.</td><td>M4 Analyse how these different factors affect the business environment and wider community.</td></tr>
</table>

Unit 5: Management Accounting

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**5 Management Accounting**
Academic Year	
Unit Tutor	
Assignment Title	**Management Accounting Principles**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a recorded webinar that includes a 10-minute individual PowerPoint presentation or a 10 minute podcast. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit. The submission also includes a completed portfolio of income statements that demonstrate calculations using variable costings.

Unit Learning Outcomes
LO1 Demonstrate an understanding of management accounting systems **LO2** Apply a range of management accounting techniques

Assignment Brief and Guidance

Scenario and activity:

You are an accountant clerk for a medium-sized enterprise in the manufacturing sector [named organisation/an organisation of your choice – your own place of work if appropriate] and, in an effort to promote understanding between different departments in the organisation, you and your colleagues have been asked by your line manager to deliver a recorded webinar/podcast on the role and function of the management accounts department, covering the management accounting systems operating in the organisation as well as the range of techniques used.

The webinar presentation includes supporting calculations from a portfolio of completed financial statements, plus:

1. An explanation of the principles of management accounting.
2. The role of management accounting and management accounting systems.
3. The use of techniques and methods used in management accounting by presenting calculations for an income statement using variable costings to show how these financial reporting and statements support business growth and success.
4. Evaluation of how management accounting is integrated within the organisation.
5. The benefits of the function to the organisation
6. Conclusions that critically reflect the application of management accounting.

Produce a portfolio of completed calculations for financial statements, including income statements using variable costings.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Demonstrate an understanding of management accounting systems		
P1 Explain management accounting and give the essential requirements of different types of management accounting systems. **P2** Explain different methods used for management accounting reporting.	**M1** Evaluate the benefits of management accounting systems and their application within an organisational context.	**D1** Critically evaluate how management accounting systems and management accounting reporting is integrated within organisational processes.
LO2 Apply a range of management accounting techniques		
P3 Calculate costs using appropriate techniques of cost analysis to prepare an income statement using marginal and absorption costs.	**M2** Accurately apply a range of management accounting techniques and produce appropriate financial reporting documents.	**D2** Produce financial reports that accurately apply and interpret data for a range of business activities.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**5 Management Accounting**
Academic Year	
Unit Tutor	
Assignment Title	**Effective Planning Tools for Managing Accounts**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual written report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500–2,000 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO3 Explain the use of planning tools used in management accounting. **LO4** Compare ways in which organisations could use management accounting to respond to financial problems

Assignment Brief and Guidance

Scenario and activity:

In your role of assistant financial accountant, you have been asked by your line manager to produce a report which analyses the organisation's [named organisation/an organisation of your choice – your own place of work if appropriate] use of planning tools to ensure financial stability and performance as well as ways in which management accounting has played a key role in preventing and solving financial problems. You are to produce a business report that analyses the use of different methods used for management accounting and make recommendations for which of these methods should be applied to achieve sustainable success.

1. Compare and contrast three planning tools used in management accounting, indicating how effective you judge each to be and why. Your judgements should be supported by examples to demonstrate advantages and disadvantages.
2. Using specific case studies as examples, compare ways in which management accounting is applied, the effectiveness of management accounting in dealing with financial problems and preventing financial problems in organisations.
3. Provide conclusions and recommendations to the organisation on which methods to apply in order to achieve sustainable business success, based on your findings and evidence provided.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Explain the use of planning tools used in management accounting</td><td rowspan="5">LO3 and LO4
D3 Evaluate how planning tools for accounting respond appropriately to solving financial problems to lead organisations to sustainable success.</td></tr>
<tr><td>P4 Explain the advantages and disadvantages of different types of planning tools used for budgetary control.</td><td>M3 Analyse the use of different planning tools and their application for preparing budgets and forecasts.</td></tr>
<tr><td colspan="2">LO4 Compare ways in which organisations could use management accounting to respond to financial problems</td></tr>
<tr><td>P5 Compare how organisations are adapting management accounting systems to respond to financial problems.</td><td>M4 Analyse how, in responding to financial problems, management accounting can lead organisations to sustainable success.</td></tr>
</table>

Unit 6: Managing a Successful Business Project

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Guidance on how to use this document

Please note this is not an exemplar assignment brief and should only be used as a reference point for the development of your own Pearson-set assignment briefs**.** The annual theme and the topic selected set the parameters for the assignment brief and act as a lens through which the students can focus their learning. ***The theme and topic given in this Example Assessment Brief are NOT to be used as they are only examples. Please refer to the Theme and Topic Release document published on the Pearson qualifications website.***

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment, however Centres can modify and revise the Example Assessment Brief to meet the relevant theme, specific needs of their students and curriculum. All centre assignment briefs must still be Internally Verified.

- Make clear ***what the student must do***.
- Present the ***vocational scenario*** in language that will be *meaningful to the student*, integrating aspects of the learning outcomes and assessment criteria.
- Set the ***vocational scenario and context*** of the assignment to relate to the chosen topic.
- State what ***evidence*** must be produced in the guidance section of the brief.
- Include the ***learning outcomes*** associated with the assignment brief.
- Make sure that there is ***use of same/similar operative verbs*** in your assignment guidance briefas used in the assessment criteria.
- Refer to the 'learning outcomes and assessment criteria' section of the unit specification.
- Ensure that the students have opportunities to ***meet the full range*** of assessment criteria.

***TOP TIPS** – have been given in the document for additional guidance to support the development of your assignment briefs.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**6 Managing a Successful Business Project**
Academic Year	
Unit Tutor	
Assignment Title	
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of an **portfolio** which includes the following components:

1. Project management plan including a work breakdown structure in the form a Gantt chart
2. A completed project Logbook
3. An audio recording of a performance review
4. A business case presentation.

The business case presentation is in the form of a 10-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted in the e- portfolio. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000 to 1,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

***Top Tip** – Be creative with your form of assessment. For example, this could be an e-portfolio with online submissions for the logbook, a video of the presentation and online project management plan. Remember you can decide on the form of assessment that suits your students and chosen project. You do not have to use a portfolio as the form of evidence.

Unit Learning Outcomes

LO1 Establish project aims, objectives and timeframes based on the chosen theme

LO2 Conduct small-scale research, information gathering and data collection to generate knowledge to support the project

LO3 Present the project and communicate appropriate recommendations based on meaningful conclusions drawn from the evidence findings and/or analysis

LO4 Reflect on the value gained from conducting the project and its usefulness to support sustainable organisational performance.

Assignment Brief and Guidance

Below is a given example of a theme and topic (you will need to refer to the current theme and topic for the year of your delivery, this is just an example) that has been selected.

Theme: Wellbeing in the workplace

Topic: What wellbeing initiatives have businesses taken to improve employee retention?

***Top Tip** – It is important to remember that the assignment must provide the student with the opportunity to achieve the Learning Outcomes *through* undertaking work related to the theme and topic, rather than being an assignment *about* the topic.

Scenario

You are employed as an assistant within the professional development team of an organisation [named organisation/an organisation of your choice – your own place of work if appropriate].

You have been asked to conduct a small scale project, in the form of an investigative case study, into the wellbeing of the employees within the organisation which is to be presented as a business case for management on how to improve employee retention through recommended initiatives. The project will involve investigating how the organisation implements wellbeing, investigating good practice within other businesses and collating employee feedback. This will be presented to your line manager as a business case with proposals to implement wellbeing practices, followed by a performance review in which you will need to reflect upon the project in relation to your own personal and professional development.

To ensure the project is managed effectively you will complete an online project logbook as you progress through the project.

***Top Tip** – The assignment brief must set the context and scenario within the parameters of the theme and topic.

***Top Tip** – The type of project chosen for the selected topic should allow for a sufficient degree of research through the existence of adequate background materials and allow for the depth and breadth of study suitable for a level 4 qualification.

Activity

In order to conduct you project successfully to produce your business case you will need take the following steps:

Step 1 – Project planning

1. Devise a ***project management plan*** to map out how you intend to meet the project objectives:

- Begin with the ***scope*****.** What activities and tasks as defined in your project must be done in orderto make the project a success?
- Note the ***milestones*** or major events or phases in your project.
- Provide details of activities to be carried out ***initiation, planning and execution*** of the project.
- Create a work break down structure using a ***Gantt chart*** to track the activities to be undertaken.

Step 2 – Conduct primary and secondary research

1. Devise a ***short questionnaire/ or interview questions*** to complete with employees within the organisation. Include questions on how they define wellbeing, what the organisation currently has in place to support wellbeing and what they feel could be done better to support theirwellbeing.
2. Research ***at least two other organisations*** to see what type of wellbeing initiatives they have.
3. Research the value and benefits of addressing wellbeing in terms of improving employeeretention.
4. Focus on areas of good practice to build and support your business case.

Step 3 – Present Findings

1. Collate your research and analyse your findings.
2. ***Produce and present the business case*** including an evaluation of tools used to gather research and data to justify your recommendations for implementing wellbeing initiatives.

Step 4 – Reflective Practice

1. Complete a ***performance review with your line manager*** to critically reflect upon the project plan, process and outcomes in terms of your own personal and professional development. Think about how well you have performed and achieved your project objectives, what obstacles did you have to overcome? Wat worked well or not well? What have you learnt from completing this project?

*** Top Tip** – Students will need to reflect on the success of their project and their own performance in a personal performance review at the end of the project. It is advisable to provide students with an appropriate structure for this reflection.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Establish project aims, objectives and timeframes based on the chosen theme</td><td rowspan="5">LO1 and LO2
D1 Critically evaluate the project management process and appropriate research methodologies applied</td></tr>
<tr><td>P1 Devise project aims and objectives for a chosen scenario
P2 Produce a project management plan that covers aspects of cost, scope, time, quality, communication, risk and resources
P3 Produce a work breakdown structure and a Gantt chart to provide timeframes and stages for completion</td><td>M1 Produce a comprehensive project management plan, milestone schedule and project schedule for monitoring and completing the aims and objectives of the project</td></tr>
<tr><td colspan="2">LO2 Conduct small-scale research, information gathering and data collection, generating knowledge to support the project</td></tr>
<tr><td>P4 Carry out small-scale research by applying qualitative and quantitative research methods appropriate for meeting project aims and objectives</td><td>M2 Evaluate the accuracy and reliability of different research methods applied</td></tr>
</table>

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Present the project and communicate appropriate recommendations based on meaningful conclusions drawn from the evidence findings and/or analysis</td><td rowspan="5">LO3 and LO4
D2 Critically evaluate and reflect on the project outcomes, the decision-making process and changes or developments of the initial project management plan to support justification of recommendations and learning during the project</td></tr>
<tr><td>P5 Analyse research and data using appropriate tools and techniques
P6 Communicate appropriate recommendations as a result of research and data analysis to draw valid and meaningful conclusions</td><td>M3 Evaluate the selection of appropriate tools and techniques for accuracy and authenticity to support and justify recommendations</td></tr>
<tr><td colspan="2">LO4 Reflect on the value gained from conducting the project and its usefulness to support sustainable organisational performance.</td></tr>
<tr><td>P7 Reflect on the value of undertaking the research to meet stated objectives and own learning and performance</td><td>M4 Evaluate the value of the project management process and use of quality research to meet stated objectives and support own learning and performance</td></tr>
</table>

Unit 7: Business Law

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**7 Business Law**
Academic Year	
Unit Tutor	
Assignment Title	**Law and the Legal System**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a handbook produced in pairs. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Explain the nature of the legal system **LO2** Illustrate the potential impact of the law on a business	

Assignment Brief and Guidance

Scenario and activity:

You are working as a paralegal in a law firm [named organisation/an organisation of your choice – your own place of work if appropriate] that advises new start-up companies on the legal system and key legislation that they are required to know and apply. You have been asked to produce a Start Up handbook, in pairs, for new companies in order to support the business advice and guidance provided.

The Start Up handbook must include the following sections:

1. An explanation of the legal system.
2. An overview of the sources of law.
3. An explanation on the role of government in law-making and how statutory and common law is applied.
4. A critical reflection of the legal system using examples to demonstrate strengths and weaknesses.
5. An explanation of the key legislation, regulations and standards that a new business needs to be aware of.
6. Analysis of the potential implications of law on a business. For example, copyright law, contract law, employment law etc.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Explain the nature of the legal system</td><td rowspan="4">LO1 and LO2

D1 Provide a coherent and critical evaluation of the legal system and law, with evidence drawn from a range of different relevant examples to support judgements.</td></tr>
<tr><td>P1 Explain different sources of law.

P2 Explain the role of government in law-making and how statutory and common law is applied in the justice courts.</td><td>M1 Evaluate the effectiveness of the legal system in terms of recent reforms and developments.</td></tr>
<tr><td colspan="2">LO2 Illustrate the potential impact of the law on a business</td></tr>
<tr><td>P3 Using specific examples illustrate how company, employment and contract law has a potential impact upon business.</td><td>M2 Differentiate between legislation, regulations and standards to analyse potential impacts upon business.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**7 Business Law**
Academic Year	
Unit Tutor	
Assignment Title	**Legal structures and company formation**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
Submission is in the form of a 10-minute individual presentation using relevant software, with five minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. Students are required to make effective use of headings, bullet points and subsections as appropriate. Research should be referenced using the Harvard referencing system. A bibliography should be provided using the Harvard referencing system. The recommended length is 1500–2000 words, including speaker notes, although students will not be penalised for exceeding 2000 words.	
Unit Learning Outcomes	
LO3 Examine the formation of different types of business organisations	

Assignment Brief and Guidance

Scenario and activity:

In your role as a paralegal you have been invited to attend the Small Business Expo conference being held in London. You will be presenting as a guest speaker a presentation on how different types of organisations are legally formed, providing local advice and guidance to businesses.

The presentation will consist of the following:

1. An introduction to different types and classification of business organisations in both the public and private sectors, providing specific examples to illustrate different legal structures.
2. A review of the advantages and disadvantages of different legal structures
3. An evaluation of how different organisations are managed and funded in both public and private sectors e.g. limited companies, social enterprises, corporations, co-operatives. Providing a specific example of each.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Examine the formation of different types of business organisations		
P4 Explore how different types of business organisations are legally formed. **P5** Explain how business organisations are managed and funded.	**M3** Assess the advantages and disadvantages of the formation of different types of business organisations.	**D2** Critically evaluate the formation of different types of business organisations.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**7 Business Law**
Academic Year	
Unit Tutor	
Assignment Title	**Legal Solutions**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
A 2 hour in-class test involving the completion of a test booklet that is to be submitted at the end of the session along with the test question paper. This is an in-class test and class notes and supporting materials can be used.	
Unit Learning Outcomes	
LO4 Recommend appropriate legal solutions to resolve areas of dispute	

Assignment Brief and Guidance
Activity: • This is an in-class test that has three sections to be completed: • Section One: You will be given a range of given different business problems. For each problem case presented you must apply and justify a legal solution to the problem. • Section Two: Choosing from two or three business problems compare and contrast the different sources of legal advice • Section Three: Evaluate the effectiveness of at least three legal solutions presented in detail for business problems.
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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Recommend appropriate legal solutions to resolve areas of dispute		
P6 Recommend legal solutions for resolving a range of disputes using examples to demonstrate how a party might obtain legal advice and support.	**M4** Compare and contrast different sources of legal advice and support for dispute resolution.	**D3** Evaluate the effectiveness of legal solutions, legal advice and support for dispute resolution.

Unit 8: Innovation and Commercialisation

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**8 Innovation and Commercialisation**
Academic Year	
Unit Tutor	
Assignment Title	**An Innovative Business Case**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

Part A: This is a group business case report which must be submitted as one report, but it should clearly highlight which section was completed by each individual member.

This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs, subsections and illustrations as appropriate and all work must be supported with research and referenced using the Harvard referencing system.

Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO1 Explain the context for innovation and determine the difference between invention and innovation.

LO2 Explain the different types of innovation.

LO3 Discuss the process required to commercialise innovation.

LO4 Evaluate the range of methods for protecting ideas and understand their advantages and disadvantages.

Assignment Brief and Guidance

Scenario and activity:

Case Study: Essence Drinks

When Akshay Kumar, the founder of Essence Drinks, started the company two years ago he could not have foreseen the rapid early stage growth that took place. He launched the company with one drink (a healthy mango lassi) into the UK market and achieved a dramatic rise in sales in his first year due to the innovative formula and distribution capability.

However, as the company enters its third year of trading there has been a significant decrease in sales as a number of competitors have entered the market. Akshay thinks the answer is to create an innovative new range of drinks, but does not want to move away from lassis.

You are working as a brand strategy innovation consultant for the company that Essence Drinks has hired to evaluate the situation and present recommendations on how the company should move forward. This assignment is in two parts.

Part A: Working in small groups (3–4 per group) you are to produce a business report to present to Mr Kumar to provide background information about innovation and the processes of innovation development. This is the first part of your research and will support the development of a business pitch which you are to present to Mr Kumar.

The business case report will address the following:

1. Explanation of the difference between invention and innovation.
2. The value and importance of innovation to organisations and how this can be embedded within the organisational leadership and culture at Essence Drinks.
3. The different forms of innovation and the four directions of change an organisation can take. Explain the 4Ps of innovation and how this supports capability and management of innovation. Advise Essence Drinks which form of innovation they should engage in.
4. Discuss the approaches that Essence Drinks can take to process innovative ideas, including the innovation funnel and frugal innovation, providing examples of different approaches used by other organisations.
5. Explain and recommend the next steps Essence Drinks should go through to derive a new and innovative drink.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Explain the context for innovation and determine the difference between invention and innovation</td><td rowspan="5">LO1 and LO2

D1 Critically analyse how innovation is developed, embedded and measured in an organisational context.</td></tr>
<tr><td>P1 Explain innovation and determine its importance to organisations in comparison with invention.

P2 Explain how organisational vision, leadership, culture and teamwork can shape innovation and commercialisation.</td><td>M1 Analyse different sources of innovation, and how organisations can foster and develop an environment and culture of innovation.</td></tr>
<tr><td colspan="2">LO2 Explain the different types of innovation</td></tr>
<tr><td>P3 Explain the 4Ps of innovation and explain the use of the innovation funnel to examine and shape innovative ideas.

P4 Explain developments in frugal innovation and provide examples of how it is used in an organisational context.</td><td>M2 Analyse and apply the innovation funnel in an organisational context.

M3 Appraise the role of frugal innovation in an organisational context.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**8 Innovation and Commercialisation**
Academic Year	
Unit Tutor	
Assignment Title	**An Innovative Business Case**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

Part B: The submission is in the form of a 10-minute group innovation business case pitch and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Each member of the group must submit a copy of the presentation and a reflective statement must also be included by each group member to identify the work undertaken and to evaluate the effectiveness of the group work for both parts of the assignment.

(See previous EAB for Part A)

Unit Learning Outcomes

LO1 Explain the context for innovation and determine the difference between invention and innovation.

LO2 Explain the different types of innovation.

LO3 Discuss the process required to commercialise innovation.

LO4 Evaluate the range of methods for protecting ideas and understand their advantages and disadvantages.

Assignment Brief and Guidance

Scenario and activity:

Case Study: Essence Drinks

You are an innovation consultant that the company has hired to evaluate the situation and present recommendations on how the company should move forward. This assignment is in two parts (see previous EAB for details of part A)

Part B: In your groups prepare and present an innovation business case pitch for the type of product that Essence Drinks can take to market. The pitch should be 10 minutes long and slides should cover the following:

- Background to the company and the problem.
- Explain the importance of using the commercial funnel to provide a solution to this problem highlight the strategic capability for the solution that your proposing:
  - Matching goals to resources and capability. Assessment of risk.
  - Value analysis applying frugal innovation.
- A summary of the new idea for a new drinks product and how it would meet stakeholder needs.
- Techniques for testing the effectiveness of the new drinks produce and where thiswill fit into the process.
- Resources required for proceeding with the innovation business case e.g. fundingfor market research, desk based research, product development

Evaluate the different tools Essence Drinks could use to protect the intellectual property rights of a new drink.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Discuss the process required to commercialise innovation</td><td rowspan="5">LO3 and LO4

D2 Critically evaluate the nature of innovation and the context in which it is developed, providing evidence-based judgements on how organisations can overcome challenges to develop successful innovations.</td></tr>
<tr><td>P5 Explain the importance of the commercial funnel and the application of New Product Development (NPD) processing for commercialisation of innovation.

P6 Build an Innovation Business Case for an organisation, including ways to access funding.</td><td>M4 Build a detailed Innovation Business Case which includes how to measure its overall effectiveness using appropriate techniques available to test, iterate and improve.</td></tr>
<tr><td colspan="2">LO4 Evaluate the range of methods for protecting ideas and understand their advantages and disadvantages</td></tr>
<tr><td>P7 Evaluate the different tools that organisations can use to develop, retain and protect knowledge and intellectual property.</td><td>M5 Present supported evidence-based evaluation of these different tools in the context of the wider business environment.</td></tr>
</table>

Unit 9: Entrepreneurship and Small Business Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**9 Entrepreneurship and Small Business Management**
Academic Year	
Unit Tutor	
Assignment Title	**Entrepreneurial Ventures**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a home webpage to be presented in pairs to your colleagues as a10-minute presentation. A link to your webpage should be provided and the submission should be in the form a screenshot with additional speaker notes for the presentation and a bibliography using the Harvard referencing system. The submission could also be in the form of a PDF brochure guide to small businesses. You are required to make use of headings, paragraphs, subsections and illustrations as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes
LO1 Explore and illustrate the range of venture types that might be considered entrepreneurial **LO2** Assess the impact of small businesses on the economy

Assignment Brief and Guidance

Scenario and activity:

You currently work as intern for a consultancy firm [named organisation/an organisation of your choice – your own place of work if appropriate], that provides advice and market intelligence to small businesses and entrepreneurs. As part of updating the new website you have been tasked with investigating different types of ventures and their impact upon the economy to put on a webpage. This is a mini project to be completed in pairs, and is based on a range of different examples, one of which should be a local business.

You should choose one example of each type of entrepreneurship, at least one of which should be a local business. You must explore and compare different environments for each of your

examples and evaluate their impact and importance on the economy at different levels. You should include data and statistics to support your findings.

Primary research could be conducted for your choice of local business. Primary research may include the use of interviews, existing videos or questionnaires completed by practicing entrepreneurs.

To present your findings you can either:

1. Create a webpage that provides the information and present this to yourcolleagues, or
2. Design a short PDF brochure guide to link to the webpage.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore and illustrate the range of venture types that might be considered entrepreneurial		
P1 Examine different types of entrepreneurial ventures and explain how they relate to the typology of entrepreneurship. **P2** Explore the similarities and differences between entrepreneurial ventures.	**M1** Investigate a diverse range of entrepreneurial ventures to demonstrate an understanding of entrepreneurship in both the public and corporate sector.	**D1** Critically examine the scope, development and growth of entrepreneurial ventures.
LO2 Assess the impact of small businesses on the economy		
P3 Interpret and assess relevant data and statistics to illustrate how micro and small businesses impact on the economy. **P4** Explain the importance of small businesses and business start-ups to the growth of the social economy.	**M2** Evaluate the differences small, medium and large businesses make to the economy, applying relevant data and statistics.	**D2** Critically evaluate how small businesses have an impact on different levels of the economy (local, regional, national) and in an international context.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**10 Financial Accounting**
Academic Year	
Unit Tutor	
Assignment Title	**Financial Accounting Principles**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a portfolio of prepared financial accounts and two written reflective summaries that examine the differences between the financial accounts and the control reconciliations prepared. These are to be produced for a range of different businesses e.g. sole traders, partnerships and limited companies.	
Unit Learning Outcomes	
LO3 Determine and assess the key aspects of an entrepreneurial mindset. **LO4** Examine the different environments that foster or hinder entrepreneurship.	

Assignment Brief and Guidance

Scenario and activity:

Continuing from Assignment 1, in your role as an intern at the consultancy firm [named organisation/an organisation of your choice – your own place of work if appropriate] you have been asked to present as a keynote speaker at the annual Business Startup Show in London.

You are to present on 'The Mindset of the Entrepreneur'. Your presentation will be 10 minutes and in the form of a visual storyboard and will include the following:

1. Specific examples of entrepreneurs to illustrate the scope of entrepreneurship covering one local entrepreneur, one global entrepreneur and one social enterprise.
2. Exploration of their situational factors, similarities and differences.
3. Discussion on their shared entrepreneurial traits and characteristics.
4. Analysis of how background and experiences can either hinder or foster entrepreneurship, providing specific examples to support your line of argument.
5. Conclusions that are drawn from comparing and contrasting the different entrepreneurs, their backgrounds and experience and the extent to which it has influenced them.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Determine and assess the key aspects of an entrepreneurial mindset		
P5 Determine the characteristic traits and skills of successful entrepreneurs that differentiate them from other business managers. **P6** Assess how aspects of the entrepreneurial personality reflect entrepreneurial motivation and mindset.	**M3** Explore different lines of argument relating to entrepreneurial characteristics.	**D3** Analyse the characteristic traits, skills and motivational drivers of successful entrepreneurs, supported by specific examples.
LO4 Examine the different environments that foster or hinder entrepreneurships		
P7 Examine, using relevant examples, how background and experience can hinder or foster entrepreneurship.	**M4** Analyse the link between entrepreneurial characteristics and the influence of personal background and experience to specific successful entrepreneurs.	**D4** Critically analyse how background and experience influences entrepreneurs, both positively and negatively, by comparing and contrasting examples.

Unit 10: Financial Accounting

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**10 Financial Accounting**
Academic Year	
Unit Tutor	
Assignment Title	**Financial Accounting Principles**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a portfolio of prepared financial accounts and two written reflective summaries that examine the differences between the financial accounts and the control reconciliations prepared. These are to be produced for a range of different businesses e.g. sole traders, partnerships and limited companies.
Unit Learning Outcomes
LO1 Record business transactions using double entry book-keeping, and be able to extract a trial balance **LO2** Prepare final accounts for sole traders, partnerships or limited companies in accordance with appropriate principles, conventions and standards **LO3** Perform bank reconciliations to ensure company and bank records are correct **LO4** Reconcile control accounts and shift recorded transactions from the suspense accounts to the right accounts

Assignment Brief and Guidance
Scenario and activity. You are a junior accountant in a small accountancy firm and you have been asked to prepare and produce a range of final accounts for a number of different businesses. You have been provided with a range of individual companies financial details from which to create a general ledger, a trial balance, income statement and balance sheet. You will need to make adjustments as required and once the general ledger is completed you will also have to check the bank statements provided to make any bank reconciliations. Once completed you will present to your line manager a portfolio of final accounts that includes a reflective summary that compares the different types of accounts produced. You have also been given a number of company ledgers where errors have been detected and control accounts to check over and reconcile, these will also be included in your portfolio. In addition to this a summary explanation of the control reconciliation process is to be presented to identify how and why you made reconciliations for each one.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Record business transactions using double entry book-keeping, and be able to extract a trial balance		
P1 Apply the double entry book-keeping system of debits and credits. Record sales and purchases transactions in a general ledger. **P2** Produce a trial balance applying the use of the balance off rule to complete the ledger.	**M1** Analyse transactions to show the progression from a previous trial balance to the next one using double entry book-keeping.	**D1** Apply trial balance figures to show which statement of financial accounts they will end up in.
LO2 Prepare final accounts for sole-traders, partnerships and limited companies in accordance with appropriate principles, conventions and standards		
P3 Prepare final accounts from given trial balance. **P4** Produce final accounts for a range of examples that include sole-traders, partnerships and limited companies.	**M2** Make adjustments to balances of sum accounts for example, accruals, depreciation and prepayments before preparing the final accounts.	**D2** Compare the essential features of each financial account statement to analyse the differences between them in terms purpose, structure and content.
LO3 Perform bank reconciliations to ensure company and bank records are correct		
P5 Apply the bank reconciliation process to prepare a number of bank reconciliations.	**M3** Apply the reconciliation process demonstrating the use of deposit in transit, outstanding checks and Not Sufficient Funds (NSF) check.	**D3** Prepare accurate bank reconciliations that apply appropriate tools and techniques to check general accounts and balance sheets.

Pass	Merit	Distinction
LO4 Reconcile control accounts and shift recorded transactions from the suspense accounts to the right accounts		
P6 Explain the process taken to reconcile control accounts and clear suspense accounts using given account examples.	**M4** Demonstrate understanding of the different types of accounts and how and why they are reconciled.	**D4** Produce accurate accounts that have been reconciled applying the appropriate methods.

Unit 11: Research Project

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Guidance on how to use this document

Please note this is not an exemplar assignment brief and should only be used as a reference point for the development of your own Pearson-set assignment briefs. The annual theme selected sets the parameters for the assignment brief and acts as a lens through which the students can identify a research objective/hypothesis and focus their research. Students will ***choose their own research project based*** on the theme provided by Pearson. The project must be related to their specialist pathway of study (unless the student is studying the general business pathway). This will enable students to explore and examine a relevant and current topical aspect of business in the context of the business environment and their chosen specialist pathway.

Please refer to the Theme Release document published on the Pearson qualifications website.

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- Make clear ***what the student must do***.
- Present the ***vocational scenario*** in language that will be *meaningful to the student*, integrating aspects of the learning outcomes and assessment criteria.
- Set the ***vocational scenario and context*** of the assignment to relate to the chosen topic.
- State what ***evidence*** must be produced in the guidance section of the brief.
- Include the ***learning outcomes*** associated with the assignment brief.
- Make sure that there is ***use of same/similar operative verbs*** in your assignment guidance briefas used in the assessment criteria.
- Refer to the 'learning outcomes and assessment criteria' section of the unit specification.
- Ensure that the students have opportunities to ***meet the full range*** of assessment criteria.

***TOP TIPS** – have been given in the document for additional guidance to support the development of your assignment briefs.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**11 Research Project**
Academic Year	
Unit Tutor	
Assignment Title	**Students will devise their own title for the assignment**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
Each of the elements within this Unit will support the development of an overall small scale research project. Submission is in the form of an academic report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. A bibliography should be provided using the Harvard referencing system. The recommended length is 4,500 – 6,000 words, but you will not be penalised for exceeding this. You must ensure you support the written report with a range of graphical illustrations and appropriate appendices ***Top Tip** – You may want to make the submission format flexible so that students can present findings in the most appropriate format for the research undertaken.	

Unit Learning Outcomes

LO1 Examine appropriate research methodologies and approaches as part of the research process

LO2 Conduct and analyse research relevant to a business research project

LO3 Communicate the outcomes of a research project to identified stakeholders

LO4 Reflect on the application of research methodologies and concepts.

Assignment Brief and Guidance

Scenario and activity

***Top Tip** – Still provide a scenario and vocational context to set the assignment up for the student and adapt to add in details related to the theme.

You are working as a business consultant for a consultancy company [named organisation/an organisation of your choice – your own place of work if appropriate]. You have been approached by a business organisation to conduct research into a key area of business and have been provided with a theme which will be the focus of the research. The organisation have left it to you to decide what would be appropriate to investigate in this area of business and for you to choose the research topic.

Once you have identified your research topic and objective you will undertake the following steps to collate, analyse and present your findings. This will be presented in the form of a research report.

1. Complete a Literature Review (Secondary Research)

You need to know what the key literature is related to the research objective in order to plan a research study to explore the phenomenon. Conduct a literature review using a range of sources relating to the research topic. Evaluate the validity and reliability of the sources, discussing current understanding on the research topic area

In your report discuss the sources of literature found and how they relate or otherwise to the research topic. Your report should critically evaluate literature in order to assess the validity of the literature in supporting the research topic.

2. Develop a project proposal for researching the research objective identified

Your research proposal identifies the purpose of the research project with clear aim and objectives and justifies the chosen research methods in terms of the research question.

Discuss the ethical issues which will need to be considered and examine the research methods and approaches to be taken.

Prepare an action plan with target dates and methods for monitoring and updating your activities to ensure your meet the deadline for the final written report.

3. Carry out independent primary research

Design, implement, collect and critically analyse data. For example, using a survey/questionnaire/interview or other primary research technique collect data and then present and analyse findings. Present your findings using visual illustrations e.g. bar charts/pie graphs/tables.

Your report will include the critical analysis of data and the advantages and disadvantages of the research methods and approaches taken to data collection.

4. Communicate outcomes - Report

Develop a report that provides valid and justified recommendations for the business organisation based on the analysis of the research both primary and secondary. Your findings and outcomes must be based on the research proposal objective/s and refer back to this in drawing your conclusions.

Finally critically reflect on how you have conducted the project, the lessons learnt and the alternatives you would consider in the future with recommendations for actions to be taken forward.

***Top Tip** – Self-reflection could be either presented at the end of a report or completed separately e.g. reflective statement/ viva/ presentation. If there are additional submissions this must be made clear in the assignment brief.

Title Page

- It is important that you state clearly, at the beginning of the assignment, what its title is, which module it applies to and your name as the author.
- You should also include the College name, report title and the date.

Executive Summary

- A summary should be provided, so that people can see at a glance what the report is about. You should mention your key findings, conclusions and recommendations.
- This summary is usually printed immediately after the title page.

Contents Page

- Page numbers as well as section/chapter titles should be included
- If the report incorporates some appendices, their titles should be listed

Acknowledgements

- A list of names, roles and organisations (if relevant) of all of those who helped you when compiling the report should be listed

Terms of Reference

- Refer to your project proposal

Introduction

- This section should provide some of the background of the subject that forms the principle theme of your report.
- If the report is designed to solve a perceived 'problem', the history of the 'problem' can be reviewed here, culminating in the situation that prompted the report to be written
- You should also provide some key information about the organisation in which your research is based.

Methodology

- This section is needed for the reader to judge the authenticity of the 'evidence' that comprises the main body of the report. All sources should be mentioned and, if appropriate, describe how you put together your questionnaire or survey.
- Copies of questionnaires, interview questions etc. should be included in the appendices.
- If any published documents were studied, this should be mentioned here

Main Body

- This is likely to comprise many paragraphs or sections. It is often useful to break up your assignment into subheadings.
- This section should be structured around the key themes of your research
- Use tables, charts if possible. Your presentation of data is important
- This section should bring together your secondary and primary research and your findings

Conclusions

- In this section you should say what your facts or findings mean i.e. discuss the key implications arising from the wealth of detail you may have collected.
- Your findings and outcomes should be relate back to your initial research objective and proposal
- The conclusions should not incorporate any new facts

Recommendations

- Your recommendations should clearly spell out your ideas to enable them to be acted upon.

Bibliography

- All references in the report should be listed in the correct Harvard format

Appendices

- All detailed statistical tabulations, graphs, lists, questionnaires etc. should be organised into separate appendices
- Include a list of references (sources that are actually cited in the report itself)
- Nothing should be included that isn't referred to in the main body of the report.

*** Top Tip** – Students will need to reflect on the success of their project and their own performance in a personal performance review at the end of the project. It is advisable to provide students with an appropriate structure for this reflection.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Conduct appropriate research methodology which integrates knowledge into the research process</td><td rowspan="5">LO1 and LO2

D1 Critically evaluate research methodologies and processes in application to a business research project to justify chosen research methods and analysis</td></tr>
<tr><td>P1 Produce a research proposal that clearly defines a research question or hypothesis, supported by a literature review

P2 Examine appropriate research methods and conduct primary and secondary research</td><td>M1 Evaluate different research approaches and methodology, and make justifications for the choice of methods selected based on philosophical/ theoretical frameworks</td></tr>
<tr><td colspan="2">LO2 Conduct and analyse research relevant to a chosen business research project</td></tr>
<tr><td>P3 Conduct primary and secondary research using appropriate methods for a business research project that consider costs, access and ethical issues

P4 Apply appropriate analytical tools to analyse research findings and data</td><td>M2 Discuss merits, limitations and pitfalls of approaches to data collection and analysis</td></tr>
</table>

Pass	Merit	Distinction
LO3 Communicate the outcomes of a research project to identified stakeholders		
P5 Communicate research outcomes in an appropriate manner for the intended audience	**M3** Coherently and logically communicate outcomes to the intended audience, demonstrating how outcomes meet set research objectives	**D2** Communicate critical analysis of the outcomes and make valid, justified recommendations
LO4 Reflect on the application of research methodologies and concepts.		
P6 Reflect on the effectiveness of research methods applied for meeting objectives of the business research project **P7** Consider alternative research methodologies and lessons learnt in view of the outcomes	**M4** Provide critical reflection and insight that results in recommended actions for improvements and future research considerations	**D3** Demonstrate reflection and engagement in the resource process leading to recommended actions for future improvement

Unit 12: Organisational Behaviour

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**12 Organisational Behaviour**
Academic Year	
Unit Tutor	
Assignment Title	**Organisational Cultures and Workforce Motivation**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of the following:

- a recorded 'discussion forum' to express an understanding of all the concepts and theories highlighted in the attached brief and criteria.
- This will be facilitated and monitored by a staff member and will have a time constraint. The forum will have 5–6 members per group.
- A case study handout that provides specific information on the organisation. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.
- A reflective statement will also need to be completed, evaluating your performance and contribution to the group discussion. Please also provide a bibliography using the Harvard
- referencing system. The recommended word limit is 500–1,000 words, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes
LO1 Analyse the influence of culture, politics and power on the behaviour of others in an organisational context. **LO2** Evaluate how to motivate individuals and teams to achieve a goal.
Assignment Brief and Guidance
Scenario and activity: • You are working as a junior consultant for a business consultancy and have been invited to attend a local Employer Advisory Forum that is presenting a discussion topic on organisational culture and motivation. You will explore a [named organisation/an organisation of your choice – your own place of work if appropriate] to research and discuss as a case study within the forum. • The purpose of the discussion forum will be to establish the influence that organisational culture and motivation has upon behaviours and performances within the workplace. • You will be required to discuss and analyse the various organisational cultures and motivational theories, and to identify which ones can be found in your organisation. The discussion must then critically evaluate how the above-mentioned theories influence behaviours within organisations and how this affects the performance of each organisation. You will conclude with recommendations on how your organisation could improve the performance of their staff to meet goals. • You are required to produce and submit a case study handout and this will be submitted with recorded evidence of your group discussion. Your case study will be an overview of your chosen organisation's culture, politics and power, with relevant examples of how these aspects of organisational behaviour have influenced behaviour in the workplace. It should also include how motivational theories and techniques have been applied in your organisation, supported by relevant examples.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Analyse the influence of culture, politics and power on the behaviour of others in an organisational context</td><td rowspan="4">LO1 and LO2
D1 Critically evaluate the relationship between culture, politics, power and motivation that enables teams and organisations to succeed providing justified recommendations.</td></tr>
<tr><td>P1 Analyse how an organisation's culture, politics and power influence individual and team behaviour and performance.</td><td>M1 Critically analyse how the culture, politics and power of an organisation can influence individual and team behaviour and performance.</td></tr>
<tr><td colspan="2">LO2 Evaluate how to motivate individuals and teams to achieve a goal</td></tr>
<tr><td>P2 Evaluate how content and process theories of motivation and motivational techniques enable effective achievement of goals in an organisational context.</td><td>M2 Critically evaluate how to influence the behaviour of others through the effective application of behavioural motivational theories, concepts and models.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**12 Organisational Behaviour**
Academic Year	
Unit Tutor	
Assignment Title	**Organisational Cultures and Workforce Motivation**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of the following:

- a recorded 'discussion forum' to express an understanding of all the concepts and theories highlighted in the attached brief and criteria.
- This will be facilitated and monitored by a staff member and will have a time constraint. The forum will have 5–6 members per group.
- A case study handout that provides specific information on the organisation. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.
- A reflective statement will also need to be completed, evaluating your performance and contribution to the group discussion. Please also provide a bibliography using the Harvard
- referencing system. The recommended word limit is 500–1,000 words, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes
LO3 Demonstrate an understanding of how to co-operate effectively with others. **LO4** Apply concepts and philosophies of organisational behaviour to a given business situation.
Assignment Brief and Guidance
Scenario and activity: This part of the assignment gives you the opportunity to demonstrate your ability to work with others, based upon the understanding of group and group dynamics. In small groups (5–6 members per group) you are required to participate in an in-class activity to test group and teamwork theories (for example, Belbin, Tuckman, and hard and soft skills) and their effectiveness. During this process you are required to analyse various factors and skills that assist or hinder effective teamwork. You also have to consider appropriate philosophy regarding team performances and the impact on behaviours. After the in-class activity you will individually reflect on the various concepts and theories in a reflective statement of your team performance, analysing team dynamics, team members' roles and behaviour. You should conclude with an analysis of those factors that are instrumental for teams to effectively achieve their objectives and identify those aspects which threaten successful achievement and cohesive group work. • Assess the benefits of working in a team: identify the mix of knowledge, skills and experience necessary for a team to fulfil its functions in an organisation. • Demonstrate and discuss the benefits of working in a team as a leader and member towards specific goals, dealing with any conflict or difficult situations to develop roles during team assignments. • Critically analyse at least two group development theories to discuss the effectiveness of teamwork in achieving the goals. • Examine how effective teams relates to at least two concepts or models of OB within the context of a given business situation. • Conclude your reflective analysis with critical reflection on the value and relevance of effective team working for influencing behaviours in the work place.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Demonstrate an understanding of how to cooperate effectively with others</td><td rowspan="5">LO3 and LO4

D2 Critically analyse and evaluate the relevance of team development theories, concepts and philosophies that influence behaviour in the work place to improve business performance and productivity</td></tr>
<tr><td>P3 Explain what makes an effective team as opposed to an ineffective team.</td><td>M3 Analyse relevant team and group development theories to support the development of cooperation within effective teams.</td></tr>
<tr><td colspan="2">LO4 Apply concepts and philosophies of organisational behaviour to a given business situation</td></tr>
<tr><td>P4 Apply concepts and philosophies of organisational behaviour within an organisational context and given business situation.</td><td>M4 Evaluate how concepts and philosophies of OB inform and influence behaviour within a given business situation.</td></tr>
</table>

Unit 13: Financial Reporting

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Example Assessment Brief Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**13 Financial Reporting**
Academic Year	
Unit Tutor	
Assignment Title	**International Financial Reporting**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual written report. This should be written in a concise, formal business style using 1.5 spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 3,000 to 3,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Analyse the context and purpose of financial reporting. **LO2** Interpret financial statements. **LO3** Evaluate financial reporting standards and theoretical models and concepts. **LO4** Evaluate international differences in financial reporting.	

Assignment Brief and Guidance

Scenario and activity:

You have recently joined a large accountancy firm [named organisation/an organisation of your choice – your own place of work if appropriate] as a junior auditor and your line manager has asked you to prepare a business report for presentation to a group of international business investors who are concerned about the proliferation of accounting scandals relating to international firms which have been in the news. Members of the group are anxious to understand the background and framework for international financial reporting, as well as the benefits and methods of ensuring compliance and accountability.

Your report will:

1. Outline the context and purpose of financial reporting.
2. Critically examine the key principles of conceptual and regulatory frameworks, their purpose and why they are required.
3. Identify the main stakeholders of an organisation and analyse how they benefit from financial information.
4. Analyse the value of financial reporting for meeting organisational objectives and growth.
5. Explain the difference between International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) and critically evaluate the benefits of IFRS.
6. Identify the varying degrees of compliance with IFRS by organisations across the world and the factors in a nation which may impact compliance.

As part of your report you have been asked to include a brief Appendix that stresses the importance of properly interpreting the financial statements of an organisation as part of a sound regulatory approach. Your appendix will include a summary Income Statement and Balance Sheet for an organisation of your choice together with examples of two profitability and two liquidity ratios. Make sure you explain and calculate these ratios together with some interpretation.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the context and purpose of financial reporting		
P1 Analyse the context of financial reporting including regulatory frameworks and governance of financial reporting. **P2** Analyse the purpose of financial reporting for meeting organisational objectives, development and growth.	**M1** Appraise the context and purpose of financial reporting in meeting stakeholder needs and expectations.	**D1** Critically analyse the different regulatory frameworks and governance of financial reporting for specific stakeholders.
LO2 Interpret financial statements		
P3 Interpret profit and loss, cash flow and balance statements **P4** Calculate and present financial ratios for organisational performance and investment.	**M2** Interpret results of financial ratios of performance and financial status, and investor ratios for users of financial statements to inform decision-making.	**D2** Using appropriate theories and models suggest how organisations can effectively respond to existing and potential financial problems.

Pass	Merit	Distinction
LO3 Evaluate financial reporting standards and theoretical models and concepts		
P5 Explain the benefits of International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS). **P6** Evaluate the models of financial reporting and auditing.	**M3** Critically evaluate financial reporting and auditing through the coherent application of theories and models to support judgements and conclusions.	**LO3 and LO4** **D3** Critically evaluate the application of IFRS in application to specific countries and differences in financial reporting based on models and theories.
LO4 Evaluate international differences in financial reporting		
P7 Evaluate the differences and importance of financial reporting across different countries.	**M4** Critically evaluate the factors that influence international differences in financial reporting.	

Unit 14: Advanced Management Accounting

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**14 Advanced Management Accounting**
Academic Year	
Unit Tutor	
Assignment Title	**Accounting Advisory Presentation**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 15 minute recorded discussion and 5 minutes allocated for questions. The discussion and supporting notes should be submitted as one copy. This will be facilitated and monitored by a staff member who will allocate groups. The forum will have 5–6 members per group. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500 to 3,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Analyse the purpose of developing and presenting financial information.	

Assignment Brief and Guidance

Scenario and activity:

You are a CIMA qualified management consultant and have been commissioned by an underperforming organisation [named organisation/an organisation of your choice – your own place of work if appropriate] to advise them on the value of management accounting systems as well as the need for a strategic perspective and analysis of the wider business environment. First of all you are to attend an initial advisory discussion which sets out the benefits of management accounting techniques and presenting financial information.

Your discussion will include:

- An evaluation of the benefits of producing accurate and timely financial information in a professional format.
- A detailed justification of the value of costing, with description and application of a range of costing techniques, and the role that costing plays in helping to maintain business performance and productivity.
- Evaluate the rationale for presenting financial information appropriately for decision making and investment.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**2. Accounting for Success**
Academic Year	
Unit Tutor	
Assignment Title	**Accounting Seminar**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an interactive student led seminar. This is in pairs and will involve the completion of a recorded seminar session that is 30 minutes plus 5 minutes for questions. Each section of the portfolio should be written in a concise, formal style using 1.5 spacing and font size 12. All work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO2 Evaluate the use of management accounting techniques to support organisational performance. **LO3** Analyse actual and standard costs to control and correct variances. **LO4** Evaluate how a changing business environment impacts on management accounting	

Assignment Brief and Guidance

Scenario and activity:

You are a CIMA qualified management consultant and have been commissioned by an underperforming organisation [named organisation/an organisation of your choice – your own place of work if appropriate] to advise them on the value of management accounting systems as well as the need for a strategic perspective and analysis of the wider business environment. After your first initial discussion into the benefits of presenting financial information you are to deliver a seminar for employees to address how the organization should implement effective management accounting systems.

You will need to develop a seminar and are expected to build in employee interaction as part of this and make time for questions at the end of the seminar. You will be allocated 30 minutes for your seminar plus 5 minutes for questions.

Your seminar will include a presentation and activities that will focus on the following:

- Critical evaluation of the application of a range of accounting techniques
- Highlights of the budgeting function and analysis of variances, with suggestions for investigation and management action.
- An analysis of how actual and standard costs control variances.
- Critical evaluation – with the help of analytical tools – of how the organisation and its management accounting systems might be impacted by the wider business environment and make recommendations as to how the organisation should respond and manage changes.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Analyse the purpose for developing and presenting financial information</td><td rowspan="2">D1 Critically evaluate financial information supported by effective and appropriate judgements.</td></tr>
<tr><td>P1 Analyse the purpose and presentation of financial information from the perspective of different stakeholders.</td><td>M1 Evaluate how and why financial information should be developed and appropriately presented to support financial planning and decision-making.</td></tr>
<tr><td colspan="2">LO2 Evaluate the use of management accounting techniques to support organisational performance</td><td rowspan="5">LO2 and LO3
D2 Critically evaluate the application of different management accounting techniques and variances to support conclusions and recommendations.</td></tr>
<tr><td>P2 Evaluate the use of different management accounting techniques in application to supporting organisational performance.</td><td>M2 Evaluate the value and importance of a range of management accounting techniques by assessing both advantages and disadvantages.</td></tr>
<tr><td colspan="2">LO3 Analyse actual and standard costs to control and correct variances</td></tr>
<tr><td>P3 Analyse the concept of variance analysis in its importance for organisational budget control.
P4 Analyse actual and standard costs to control and correct variances.</td><td>M3 Evaluate the advantages and disadvantages of different types of variances.</td></tr>
<tr><td colspan="2">LO4 Evaluate how a changing business environment impacts on management accounting</td></tr>
<tr><td>P5 Evaluate how external and internal factors changing the business environment impact upon management accounting.</td><td>M4 Determine the impact of different types of change and the decisions made to respond to these changes.</td><td>D3 Critically evaluate the impact of changes, and support justified recommendations for future communication and acceptance of change.</td></tr>
</table>

Unit 15: Financial Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**15 Financial Management**
Academic Year	
Unit Tutor	
Assignment Title	**Principles of Financial Management**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10 minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of power point headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 – 2,500 words including speaker notes, you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Apply different approaches used to support effective decision making. **LO2** Analyse financial management principles which are used to support effective financial strategies. **LO3** Evaluate the role of management accountants and accounting control systems	

Assignment Brief and Guidance

Scenario and activity:

As a recent Business graduate you now work as a trainee management accountant in a small but growing accounting practice. Your boss has been asked to deliver a presentation at a local Business networking event on the role of the Management Accountant in the 21st Century. She has asked for your help in preparing the presentation. The overall aim is to convey just how significant the management accounting function is within an organisation in order to support sound decision making, ensure appropriate financial monitoring and control systems are in place, maximize performance and help ensure long term sustainable growth.

Your presentation will cover:

1. A critical evaluation of a range of approaches, techniques and factors which contribute to effective decision making in an organization and how the management accounting function will support this.
2. Evaluate the principles which guide effective and efficient financial strategies to maximize shareholder value and meet stakeholder needs.
3. Critically evaluate the role and function of the management accountant especially in regard to financial control and monitoring.
4. Techniques for fraud detection and prevention and approaches to ethical decision making.
5. Make justified recommendations for how management accountants can improve financial decision making.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**15 Financial Management**
Academic Year	
Unit Tutor	
Assignment Title	**Analysis of Financial Statements for Decision Making**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a group written report. This should be written in a concise, formal business style using 1.5 spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500 to 2,000 words, although you will not be penalised for exceeding the total word limit. Students are expected to submit, alongside their assignment, the extracted financial statements for the company.
Unit Learning Outcomes
LO4 Evaluate ways in which financial decision making supports sustainable performance.

Assignment Brief and Guidance

Scenario and activity:

You are to work in a group to evaluate an annual report of a PLC and use this to calculate appropriate ratios making use of Excel. You are to present your analysis of the company performance in a report. The report should include the following:

1. A critical evaluation of the business using appropriate ratios
2. Explanation and justification for how data obtained might help to inform operational and strategic decisions.
3. Compare and contrast three investment appraisal techniques and how these can assist in maximizing return on investment (ROI).
4. The role of cash flow statements and break-even analysis in informing financial decision making.
5. A critical evaluation, including recommendations, of how management accounting techniques can be used to support good decision making and ensure long term financial stability of the organization.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Apply different approaches used to support effective decision-making</td><td rowspan="2">D1 Critique the use of different formal and informal approaches to support decision-making in given organisational examples.</td></tr>
<tr><td>P1 Apply different formal and informal approaches used to support effective decision-making in given organisational examples.</td><td>M1 Analyse formal and informal approaches applied to support decision-making, addressing both advantages and disadvantages.</td></tr>
<tr><td colspan="2">LO2 Analyse financial management principles which are used to support effective financial strategies</td><td rowspan="2">D2 Critically evaluate the importance of key financial management principles in supporting and delivering effective financial strategies for long term financial sustainability.</td></tr>
<tr><td>P2 Analyse the key financial management principles required by organisations to achieve effective financial strategies for long term financial sustainability.</td><td>M2 Critically analyse the key financial management principles and their importance in delivering effective financial strategies for long term financial sustainability.</td></tr>
<tr><td colspan="2">LO3 Evaluate the role of management accountants and accounting control systems</td><td rowspan="4">LO3 and LO4
D3 Make justified recommendations on how the role of management accountants and accounting control systems can be improved to support financial decision-making in order to achieve long term financial sustainability.</td></tr>
<tr><td>P3 Evaluate the role of management accountants and their value as part of an integrated system.
P4 Evaluate the use of accounting control systems and their value as part of an integrated business system.</td><td>M3 Critically evaluate the role of management accountants and accounting control systems to support a culture of ethical financial management.</td></tr>
<tr><td colspan="2">LO4 Evaluate ways in which financial decision-making supports sustainable performance</td></tr>
<tr><td>P5 Evaluate the ways in which financial decision-making is important for supporting long term financial sustainability.</td><td>M4 Critically evaluate how different ways of financial decision-making support long term financial sustainability.</td></tr>
</table>

Unit 16: Operations and Project Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**16 Operations and Project Management**
Academic Year	
Unit Tutor	
Assignment Title	**Review and Critique of Operations Management**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual written business report and continuous improvement plan. This should be written in a concise, formal business style using 1.5 line spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500–3,000 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Review and critique the effectiveness of operations management principles. **LO2** Apply the concept of continuous improvement in an operational context	

Assignment Brief and Guidance

Scenario and activity:

You are working as an assistant operations manager for [named organisation/an organisation of your choice – your own place of work if appropriate]and have been required to review and critique the effectiveness of operations management principles and apply the concept of continuous improvement to the organisation.

You are to produce a formal business report which should contain the following:

1. An introduction to your chosen organisation.
2. An explanation of operation vs operations management
3. A review and critique of the implementation of operations management principles within your chosen organisation.
4. An analysis of the extent to which the operations management of the organisation in the case study meets the requirements of the organisation.
5. Discussion of continuous improvement as a philosophy and describe the Lean principles.
6. A continuous improvement plan, including your justified recommendations for improvement, based on your review and critique of operations management principles within your organisation.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Review and critique the effectiveness of operations management principles</td><td rowspan="5">LO1 and LO2

D1 Apply appropriate theories, concepts and/or models to justify strategies of a continuous improvement plan for achieving improved efficiency.</td></tr>
<tr><td>P1 Conduct a review and critique of the implementation of operations management principles within an organisational context.</td><td>M1 Review and critique the implementation of operations management in relation to Six Sigma methodology and Lean principles</td></tr>
<tr><td colspan="2">LO2 Apply the concept of continuous improvement in an operational context</td></tr>
<tr><td>P2 Prepare a continuous improvement plan based on the review and critique of operations management principles within an organisational context.</td><td>M2 Analyse the effectiveness of a continuous improvement plan using appropriate theories, concepts and/or models.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**16 Operations and Project Management**
Academic Year	
Unit Tutor	
Assignment Title	**Project Life Cycle**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an interactive student led seminar. This is individual and will involve the completion and submission of a group portfolio of evidence. 10 minutes will be allocated for each seminar plus 5 minutes for questions. Each section of the portfolio should be written in a concise, formal style using 1.5 spacing and font size 12. All work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO3 Apply the project life cycle (PLC) to a given context **LO4** Review and critique the application of the PLC used in a given project	

Assignment Brief and Guidance

Scenario and activity:

Using the project case study you have been given [tutors will need to give each group a project case], you and your team are required to apply the project life cycle and review and critique the application of this concept. You are to provide theoretical and/or conceptual arguments to justify the use of project methodologies, tools and leadership within the given project.

You are to produce a portfolio of evidence containing a set of documents which summarise the following stages of the PLC:

- Project initiation.
- Project planning.
- Project execution.
- Project closure.

You will present your work to the class in seminar format and are expected to build in class interaction as part of this and make time for questions at the end of the seminar. You will be allocated 10 minutes for your seminar plus 5 minutes for questions.

As a guide you could cover information on the following:

- An overview of the case study you have been given.
- Analysis of the project methodologies and tools used and an explanation of each stage of the PLC.
- Analysis of each stage of the PLC that applies to your given project, including supporting documentation for each stage (e.g. business case, the project plan, cost-benefit analysis and work breakdown structure).
- Review and critically evaluate the effectiveness of the PLC in application to your project using the appropriate theories models and concepts.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Apply the Project Life Cycle (PLC) to a given context</td><td rowspan="5">LO3 and LO4

D2 Critically evaluate the PLC through a practical and theoretical exploration of its effectiveness to draw valid conclusions and recommendations for improvement.</td></tr>
<tr><td>P3 Apply each stage of the PLC to a given project, producing necessary supporting documentation for completing the project.</td><td>M3 Analyse the rationale for the project methodologies, tools and leadership within the PLC for the given project.</td></tr>
<tr><td colspan="2">LO4 Review and critique the application of the PLC used in a given project</td></tr>
<tr><td>P4 Review and critique the effectiveness of the PLC in application to the chosen project using appropriate theories, concepts and models.</td><td>M4 Critically analyse how the use of appropriate theories, concepts and models in the PLC will differentiate between large and small-scale projects.</td></tr>
</table>

Unit 17: Understanding and Leading Change

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**17 Understanding and Leading Change**
Academic Year	
Unit Tutor	
Assignment Title	**Drivers of Change and Organisational Impact**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a comparative analysis and impact statement report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 to 2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Compare ways in which change impacts on an organisation's strategy and operations **LO2** Evaluate the influences that drivers of change have on organisational behaviour	

Assignment Brief and Guidance

Scenario and activity:

You and your partner (in pairs) are training to become business analysts in a large multinational Organization [named organisation/an organisation of your choice – your own place of work if appropriate]. Using provided case studies (of organisations undergoing major change), compare the impact that large-scale change has had upon the organisation's strategy and operations.

Use appropriate theory to inform your discussion.

Also evaluate how the change will have affected behaviours within the businesses and, using theory and models, propose measures that could be taken to minimise negative impact on the businesses.

The submission is in the form of a comparative report and should include the following:

1. An overview of the organisation case studies.
2. A PEST/SWOT analysis to be undertaken for each case study to identify drivers of change.
3. An evaluation of the drivers and impacts of change and how they have affected organisational strategy. Comparing the impacts of change and the effect they have had upon the organisation's strategy and operations.
4. Evaluation of how change will have affected leadership, individuals and team behaviour.
5. An evaluation of how the impact of change was minimised and the application of appropriate models applied to plan for and process change efficiently.
6. Critical evaluation of the long- term implications of change to inform conclusions and recommendations for minimising affects of change through effective planning and managing change, including change impact analysis to identify potential risks of change.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Compare ways in which change impacts on an organisation's strategy and operations</td><td rowspan="4">LO1 and LO2

D1 Draw conclusions and recommendations with valid justifications for planning effectively for change and applying change impact analysis.</td></tr>
<tr><td>P1 Compare different organisational examples where there has been an impact of change on an organisation's strategy and operations.</td><td>M1 Assess the different drivers for change in each of the given examples and the types of organisational change they have affected.</td></tr>
<tr><td colspan="2">LO2 Evaluate the influences that drivers of change have on organisational behaviour</td></tr>
<tr><td>P2 Evaluate the ways in which internal and external drivers of change affect leadership, team and individual behaviours within an organisation.

P3 Evaluate measures that can be taken to minimise negative impacts of change on organisational behaviour.</td><td>M2 Critically evaluate the long term implications of internal and external drivers of change within an organisation.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**Unit 17 Understanding and Leading Change**
Academic Year	
Unit Tutor	
Assignment Title	**Leadership and Change Management**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an interactive student led seminar. This is group work and will involve the completion and submission of a group portfolio of evidence. 25 minutes will be allocated for each seminar plus 5 minutes for questions. Each section of the portfolio should be written in a concise, formal style using 1.5 spacing and font size 12. All work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Determine how barriers to change influence leadership decision making. **LO4** Apply a range of leadership approaches to a change initiative	

Assignment Brief and Guidance

Scenario and activity:

Using one of the case studies presented in Assignment 1, you will present your work to the class in seminar format and are expected to build in class interaction and activity as part of this and make time for questions at the end of the seminar. You will be allocated 25 minutes for your seminar plus 5 minutes for questions investigate. The focus of the seminar will be to explain barriers to change and the influence it has on the decision making of leaders in the chosen organization, using your case study to provide examples. This will include the use of a 'force field analysis' to analyse the forces influencing change.

Using a variety of change management theories and models (situational leadership, change initiation, Kotter's 8-Step model, Lewin's change management model), apply different leadership approaches to dealing with the change identified in the case study.

Your seminar should cover/consider the following:

1. Introduction to the case study organisation.
2. Application of force field analysis to determine opposition and support for change.
3. Use of force field analysis to make valid recommendations for meeting the organisation's objectives.
4. An explanation of the different barriers to change and how they influenced decision making and leadership.
5. How was change accomplished and how successful was it?
6. Advantages and disadvantages of different leadership approaches to dealing with change, illustrated by application to a range of examples.
7. Critical evaluation of different leadership approaches and models of change management

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Determine how barriers to change influence leadership decision-making		
P4 Explain different barriers to change and determine how they influence leadership decision-making in a given organisational context.	**M3** Use force field analysis to analyse both driving and resisting forces to show how they influence decision-making in a given organisational context.	**D2** Make valid decisions and outcomes based on force field analysis in the context of meeting organisational objectives.
LO4 Apply a range of leadership approaches to a change initiative.		
P5 Apply different leadership approaches to dealing with change in a range of organisational contexts.	**M4** Evaluate the extent to which leadership approaches can deliver organisational change effectively applying appropriate models and frameworks.	**D3** Critically evaluate the effectiveness of leadership approaches and models of change management.

Unit 18: Global Business Environment

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**18 Global Business Environment**
Academic Year	
Unit Tutor	
Assignment Title	**Drivers and challenges for globalisation**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 to 2,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Analyse the key factors which drive globalisation. **LO2** Determine the strategic complexities associated with operating in a global environment	

Assignment Brief and Guidance

Scenario and activity:

You have recently been appointed as a junior operations executive at the London office of SASOL Limited; a fast-growing energy and chemical company whose head office is in Cape Town, South Africa. The company also has a direct presence in New York, Frankfurt, Mozambique, Gabon and Australia in addition to the UK Office. A key aspect of its corporate strategy is continued international expansion.

You have been seconded at short notice to the Group Training and Development team (this is based in Cape Town but you will connect with key colleagues through regular conference and video calls). The team are putting together a Graduate Training pack and as part of this you have been tasked with producing a presentation on the concept of globalisation and the challenges this creates for global businesses such as SASOL in terms new market development. The presentation will form part of a newly developed Graduate Induction programme that will be sponsored by a senior SASOL Director.

You are required to research and work up a first draft of the presentation which should include the following:

1. An introduction to the concept of globalization.
2. An appropriate PESTLE analysis to illustrate the broader and global influences on an organisation such as SASOL.
3. An analysis of the key driving factors of globalisation.
4. Evaluation of the significant impact of digital technology upon globalisation.
5. A critical evaluation of the challenges and complexities globalisation brings to an organisation such as SASOL.
6. Recommendations on how such challenges can be overcome.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Analyse the key factors which drive globalisation</td><td rowspan="5">LO1 and LO2

D1 Critically evaluate the global business environment, including the opportunities and challenges faced by organisations.</td></tr>
<tr><td>P1 Analyse key factors of cost, market, environment and competition that drive global commerce and trade.</td><td>M1 Critically analyse the impact that key factors have upon the global business environment in terms of opportunities and challenges.</td></tr>
<tr><td colspan="2">LO2 Determine the strategic complexities associated with operating in a global environment</td></tr>
<tr><td>P2 Explain the complexity of strategic challenges faced by organisations when operating in a global environment supported by specific examples.</td><td>M2 Evaluate strategic challenges in context of risk and diversification strategies and the supply chain flow.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**18 Global Business Environment**
Academic Year	
Unit Tutor	
Assignment Title	**Impact and Strategic Direction**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
This is a contextualised briefing document to be completed as group work. This should be presented in memorandum format. The work and contribution of each individual member must be recorded. This document should be written in a concise business style appropriate for the target audience using 1.5 line spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500 to 3,000 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO3 Evaluate how operating in a global market influences an organisation's structure, culture and functions. **LO4** Evaluate the influence of globalisation on organisational decision making and strategy.

Assignment Brief and Guidance

Scenario and activity:

The draft presentation on drivers and challenges of globalisation you submitted was met with a very favourable response and is presently being reviewed and "tweaked" by the Group Head of Training and Development. You have now been briefed on a second task and are keen to succeed at this as well. You will work with two other members of the team to complete this.

It has been decided that the new Graduate Induction programme must also cover the impact that globalization has on organisational structures, cultures and functions. It is viewed as essential that any prospective SASOL employee should have a developed understanding of this. As part of your preparatory research you therefore have to investigate how globalisation affects decision making and strategy within a global organization such as SASOL. You are asked to submit your work as a briefing document that will then be made available on-line for Graduates through the company Intranet.

You have been explicitly told you will need to incorporate theory (McKinsey's 7S model, Hofstede's Dimensions of Culture etc.) into your document as well as factors that may influence structures, culture and organisational functions in the business. You will also need to relate this to organisational strategy formulation.

The briefing document, in memorandum format, should include the following:

1. Appropriate introduction and purpose
2. An explanation of structure, culture and governance within an organization such as SASOL applying McKinsey's 7S model to the organization.
3. An evaluation of how the above has been influenced by global operations and how the organisation has adapted to operating in a global market.
4. Applying Hofstede's Dimensions of Culture to demonstrate how the organisation has been influenced.
5. An evaluation of ethical and sustainable factors that the organisation has to consider in a global market and how this impacts on decision making in a global context.
6. An assessment and critical evaluation of the range of strategic expansion routes available to the organisation.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Evaluate how operating in a global market influences an organisation's structure, culture and functions</td><td rowspan="5">LO3 and LO4
D2 Critique strategies that can be adopted by organisations operating in a global business environment, making valid and justified recommendations of how they should adapt their organisational structure and decision-making processes.</td></tr>
<tr><td>P3 Evaluate the influences of globalisation on organisational governance and leadership, structure, culture and functions.
P4 Evaluate the influences of ethical and sustainable globalisation on organisational functions.</td><td>M3 Critically evaluate influences of globalisation in application to appropriate theories and models relating to organisational structure and culture.</td></tr>
<tr><td colspan="2">LO4 Evaluate the influence of globalisation on organisational decision making and strategy</td></tr>
<tr><td>P5 Evaluate the different ways decision making can work effectively in a global context.
P6 Determine and articulate the various routes to internationalisation an organisation may adopt, including key barriers.</td><td>M4 Critically evaluate the key barriers in doing business internationally and make recommendations on how they can be overcome.</td></tr>
</table>

Unit 19: Resource and Talent Planning

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**19 Resource and Talent Planning**
Academic Year	
Unit Tutor	
Assignment Title	**Labour Market and Skills Analysis**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an academic poster. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 to 2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Analyse labour market trends and appropriate legal requirements which influence workforce planning. **LO2** Determine current and anticipated skills requirements in varying contexts.	

Assignment Brief and Guidance

Scenario and activity:

As a recent graduate you are working as an HR talent acquisition specialist in the Talent Management Department of a large FTSE250 organisation [named organisation/an organisation of your choice – your own place of work if appropriate]. You have been tasked with reviewing the current labour requirements for the business, considering current labour market trends and legal requirements.

You are to produce an academic poster to present contemporary labour market trends and legislation which influence the organisation's current Talent Management/HR strategy. The academic poster will also present an analysis of the organisation's current and anticipated skills requirements in comparison to other similar sized organisations.

The academic poste should cover the following:

1. An overview of the organisation and types of labour requirements.
2. An analysis of current labour market trends and the factors that are influencing those trends.
3. The different types of legislation that the organisation must take into account when workforce planning.
4. A critical analysis of current and anticipated skills requirements for the organisation in terms of how current trends are directly influencing the organisation.
5. A comparison with other similar sized organisations with examples given.
6. Conclusions and recommendations on how the organisation needs to respond to changes

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Analyse labour market trends and appropriate legal requirements which influence workforce planning</td><td rowspan="5">LO1 and LO2
D1 Critically analyse the impact of labour market trends and skills requirements on workforce planning and make appropriate recommendations for effective response to supply and demand forecasts, succession planning and performance management.</td></tr>
<tr><td>P1 Analyse current labour market trends that influence talent management and workforce planning.
P2 Explain the different types of legal requirements an organisation must take into account when workforce planning.</td><td>M1 Analyse the impact of labour market trends and legal requirements on the workforce planning of a specific organisation.</td></tr>
<tr><td colspan="2">LO2 Determine current and anticipated skills requirements in varying contexts</td></tr>
<tr><td>P3 Based on current labour market trends and legal requirements determine current and anticipated skills requirements for a range of organisational examples.</td><td>M2 Analyse current and anticipated skills requirements in response to identified labour market trends and legal requirements for a range of organisational examples.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**19 Resource and Talent Planning**
Academic Year	
Unit Tutor	
Assignment Title	**Recruitment and Selection Documentation**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a recruitment and selection portfolio for at least two different jobs, including documents as outlined below. This should be written and presented in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 to 2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO3 Apply the appropriate documents and processes which contribute to effective recruitment and selection	

Assignment Brief and Guidance

Scenario and activity:

In your role as a talent acquisition specialist in the Talent Management Department [named organisation/an organisation of your choice – your own place of work if appropriate] you have now been tasked with developing the recruitment and selection process based on the recommendations from Assignment 1.

You are to complete and apply relevant process information and documents to fulfil the labour requirements for two different jobs. This also dovetails with one of your specific job roles which is to create and develop a more effective process for recruitment and selection within the organisation.

For the two positions in question you are required to:

1. Developing a recruitment and selection process flowchart.
2. Undertaking job analysis.
3. Create job descriptions for the two different jobs.
4. Producing a person specification for each of the jobs.
5. Review and evaluate the most appropriate methods of recruitment and selection to be applied for different roles.
6. Make valid judgements and recommendations on how to improve processes and documents for effective talent resourcing.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Apply the appropriate documents and processes which contribute to effective recruitment and selection		
P4 Produce appropriate examples of job description and person specification documents for effective recruitment and selection. **P5** Apply different recruitment and selection methods for effective talent resourcing and planning.	**M3** Evaluate different processes and methods of recruitment and selection for effective talent resourcing.	**D2** Make valid judgements and recommendations on how appropriate documents and processes can be improved for effective talent resourcing.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**19 Resource and Talent Planning**
Academic Year	
Unit Tutor	
Assignment Title	**Human resource Lifecycle**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000 to 1,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO4 Evaluate how to manage the human resource lifecycle within the context of a HR strategy	

Assignment Brief and Guidance
Scenario and activity: You have been given a further task as a talent acquisition specialist which entails presenting to the Senior Management team an evaluation of 'the Human Resources Lifecycle' within the organisation [insert name of organisation here from assignment 1] The presentation must consider the stages and processes from initial recruitment to exit and transition. It must also consider relevant legal considerations within the cycle and evaluate why the cycle is so important in relation to the organisation and its talent management strategy. The presentation must include slides for each stage of the HR Lifecycle and provide specific examples of HR practice within each stage and an evaluation of how each stage can be applied separately and integrated to support strategic talent management.
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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Evaluate how to manage the human resource life-cycle within the context of HR strategy		
P6 Evaluate the stages of the HR life-cycle applied to specific HR contexts. **P7** Evaluate how stages of the HR life-cycle are integrated within organisational HR strategy.	**M4** Evaluate the importance of the HR life-cycle in relation to strategic talent management.	**D3** Critically evaluate how stages of the HR life-cycle can be applied separately and integrated to support strategic talent management.

Unit 20: Employee Relations

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**20 Employee Relations**
Academic Year	
Unit Tutor	
Assignment Title	**Employee Relations**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual written report. This should be written in a concise, formal business style using 1.5 spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 3,500 – 4,000 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Apply the principles of employee relations in an organisational context. **LO2** Determine appropriate advice relating to rights, duties and obligations of the employment relationship. **LO3** Analyse the role of different stakeholders who support positive employment relationships. **LO4** Evaluate the broader impact of negative and positive employee relationships

Assignment Brief and Guidance

Scenario and activity:

You are working as a junior talent manager in a well-known large global organization [named organisation/an organisation of your choice – your own place of work if appropriate]. As part of the responsibilities, you have been asked to demonstrate an ability to review the extent to which employee relations can influence the behaviour of different organisational stakeholders. Your Director of People Talent has asked you to produce a report in response to the following brief:

Make recommendations to ensure the organisation's employee relations strategy is effective and minimises the opportunity for any conflicts between stakeholders to arise.

The report should include the following:

1. An overview to employee relations, what it is and its importance and value to the organisation.
2. An explanation of key legislations that applies to employee relations and which the organisation must adhere to.
3. Investigating the rights and duties of both the employer and employee. Determining the most appropriate advice related to specific examples.
4. An evaluation of effective employee relations strategies including shared culture, power sharing, shared values, effective communication and continuous learning and improvement.
5. A stakeholder analysis for the organisation.
6. Justified recommendations based on critical insight for improving and increasing efficiency of the employee relations strategy.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Apply the principles of employee relations in an organisational context</td><td rowspan="5">LO1 and LO2

D1 Explore various mechanisms for managing the employment relationship and make justified solutions for a range of specific organisational examples.</td></tr>
<tr><td>P1 Discuss the value and importance of employee relations in application to specific organisational examples.

P2 Explain the fundamentals of employment law that apply to specific organisational examples.</td><td>M1 Using specific examples, analyse the value and importance of employee relations in terms of improving business outcomes.</td></tr>
<tr><td colspan="2">LO2 Determine appropriate advice relating to rights, duties and obligations of the employment relationship</td></tr>
<tr><td>P3 Explain the different types of rights, duties and obligations an employer and employee has within the workplace.

P4 Determine appropriate advice relating to rights, duties and obligations of the employment relationship for a range of given organisational examples.</td><td>M2 Evaluate the psychological contract and support for employee work life balance in relation to rights, duties and obligations of the employment relationship</td></tr>
</table>

Pass	Merit	Distinction
LO3 Analyse the role of different stakeholders who support positive employment relationships		**LO3 and LO4** **D2** Make justified conclusions and recommendations based on critical insight into the role of different stakeholders and the broader impact of employee relationships.
P5 Analyse how stakeholder engagement and contribution can support positive employment relationships within an organisation	**M3** Examine in detail different stakeholder perspectives and interests in the broader business environment to support positive employment relationships.	
LO4 Evaluate the broader impact of negative and positive employee relationships		
P6 Evaluate the impact of both positive and negative employee relations within the workplace.	**M4** Critically evaluate how both positive and negative employee relationships can affect employee engagement, motivation and performance.	

Unit 21: Strategic Human Resource Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**21 Strategic Human Resource Management**
Academic Year	
Unit Tutor	
Assignment Title	**Strategic Human Resource Management**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of two parts. Part A – A strategic workforce plan. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500 to 2,000 words, although you will not be penalised for exceeding the total word limit. Part B – Presentation of the strategic workforce plan. The submission is in the form of a 10-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 to 2,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO1 Analyse key external and contextual developments which influence an HR strategy.

LO2 Apply contemporary theoretical and practical knowledge of HR development.

LO3 Evaluate how appropriate change management models support HR strategy.

LO4 Evaluate the contribution of HR management and development to sustainable business performance and growth.

Assignment Brief and Guidance

Scenario and activity:

You have been hired as an HR consultant in a well-known large global organization [named organisation/an organisation of your choice – your own place of work if appropriate]. As part of your responsibilities, you are asked to demonstrate your ability to contribute to strategic decision making in an HR context for the success of the overall organisation.

You are to produce and present an individual strategic workforce plan for the organisation's talent management director suggesting how a talent management/HR strategy should be developed and delivered in support of the organisation's overall strategic business plan.

You should undertake secondary research and, where possible, primary research to complete the assignment. The workforce plan should be fully justified and presented in the following (or similar) format:

Part A –

1. Aim, scope and purpose of the strategic workforce plan
2. An analysis of the key internal and external influences on the HR function of the organisation.
3. An evaluation of key strategic and operational considerations of the organisation.
4. Contemporary theory must be linked to practice to demonstrate how this supports HR strategy and meeting business objectives for meeting performance and sustainable growth.

Part B – Present the workforce plan within the context of how this can be supported through change management. Your presentation should focus on the following:

1. A critical evaluation of how change management models can support HR strategy, including specific examples to support the case.
2. Evaluation of how HR management can support sustainable business performance and growth.
3. How to monitor and evaluate the success of HR strategy in meeting sustainable business objectives.
4. Fully justified recommendation(s) for applying specific techniques for monitoring an evaluating the potential impact of the workforce plan.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse key external and contextual developments which influence HR strategy		
P1 Determine key current trends and developments that influence an organisation's HR strategy. **P2** Analyse how both external and internal factors influence HR strategy and practice.	**M1** Critically analyse the influences of the external and contextual developments and discuss how this impacts on the HR strategy of an organisation.	**D1** Critically evaluate the influences of key external and contextual developments applying relevant theories, models and concepts.
LO2 Apply contemporary theoretical and practical knowledge of HR development		
P3 Apply relevant theories and concepts relating to the growth and development of strategic HRM to specific organisational examples.	**M2** Examine how human resources theory relates to practice in a specific organisational example, identifying areas where this will differ in other organisational situations.	**D2** Evaluate how human resource theory relates to practice in a specific organisational example, comparing and contrasting this with other possible organisational contexts.
LO3 Evaluate how appropriate change management models support HR strategy		
P4 Evaluate how appropriate change management models support HR strategy in application to relevant organisational examples.	**M3** Provide valid justifications for the application of chosen change management strategies, models and concepts to demonstrate how they effectively support HR strategy.	**D3** Critique how change management strategies, models and concepts could be implemented together with reference to consequential benefits and potential drawbacks for an organisation.

Pass	Merit	Distinction
LO4 Evaluate the contribution of HR management and HR development to sustainable business performance and growth		
P5 Discuss how HR outcomes can be monitored and measured and apply this to a specific organisational situation. **P6** Evaluate how effective HR management and development can support sustainable performance and growth to meet organisational objectives.	**M4** Make suggestions for HR development techniques applicable in a given organisational situation and provide an account of how they could be applied and how they contribute to sustainable performance and growth.	**D4** Critically reflect on how HR monitoring and evaluating techniques contribute to sustainable performance and growth addressing potential consequences of their implementation.

Unit 22: Product and Service Development

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**22 – Product and Service Development**
Academic Year	
Unit Tutor	
Assignment Title	**Pitch Perfect**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

PART A: This is a group business case report which must be submitted as one report, but it should clearly highlight which section was completed by each individual member.

This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs, subsections and illustrations as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.

PART B: The submission is in the form of a 10-minute group pitch (or equivalent) and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint (or equivalent) headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes
LO1 Explain and demonstrate processes involved in new product or service development **LO2** Assess the lifecycle stage of the products or services in a company's portfolio and evaluate whether innovation, adaptation or renovation are needed for the individual products or services. **LO3** Design and pitch a new/renovated product or service.
Assignment Brief and Guidance
Scenario and activity: You are working as a product development assistant within the innovation and design team for [named organisation/an organisation of your choice – your own place of work if appropriate]. Driven by a culture of innovation, ambition and strong brand values you and your team have been tasked with supporting the implementation of a product strategy that will differentiate products/services to deliver value in a competitive arena. Working together, each team (2–5 members) are to provide a business case for implementing a differentiation product strategy. The business case report should include: 1. An introduction to the given organisation and partner companies (if applicable). 2. An overview of the different products and services offered in their portfolio. 3. An evaluation of a range of the products and services in relation to their lifecycle stage. 4. An evaluation of how to manage the lifecycle stages and justification for the choice of appropriate product line management choices. 5. Choosing one product line management choice: • Justification of each of the processes that would be applied for new product development. • Justification of why and how each stage of the process would be applied and the techniques and methods used. Part B: Once one product line management has been selected the team will deliver a creative business pitch for the chosen product or service using the processes involved in determining new product/service development, including: • Ideas generation. • Ideas screening/selection. • Creative methods. • Concept testing (marketing research). • Business analysis. (Note: The product or service can be totally new, a renovation of an existing product/service or an adaptation. The teams have to justify their approach and decision making.)

Each team pitches their product or service to a panel (comprising the tutor and other students which can represent either a group of investors (for an entirely new idea) or the board of directors of a company (if a proposed renovation/adaptation).
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Explain and demonstrate processes involved in new product or service development</td><td rowspan="8">LO1, LO2 and LO3
D1 Provide a well-articulated, coherent and logically presented pitch that has a fully justified approach to decision-making throughout the development process, market launch and distribution.</td></tr>
<tr><td>P1 Explain the processes involved in the development of products and services and the levels of customer integration.
P2 Apply these processes in application to the development of a specific organisational product or service.</td><td>M1 Consistently demonstrate a justified application of subject knowledge and understanding to the processes of product or service development.</td></tr>
<tr><td colspan="2">LO2 Assess the life-cycle stage of the products or services in a company's portfolio and evaluate whether innovation, adaptation or renovation are needed for the individual products or services.</td></tr>
<tr><td>P3 Assess the life-cycle stage of the products or services in a company's portfolio.
P4 Evaluate which appropriate product line management choices are required for individual products or services.</td><td>M2 Provide a coherent and justified evaluation that is supported by material synthesised from a range of validated sources.</td></tr>
<tr><td colspan="2">LO3 Design and pitch a new/renovated product or service</td></tr>
<tr><td>P5 Design and pitch a product or service taking in to account market testing, product/service launch and distribution.</td><td>M3 Design a creative, dynamic and detailed pitch that provides evidence of a well planned, developed and evaluated product or service.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**22 Product and Service Development**
Academic Year	
Unit Tutor	
Assignment Title	**Reflective Statement**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
This submission is in the form of a reflective blog that should be written in an informal style using clear tags and headings for entries made for each stage of the reflective practice. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO4 Demonstrate an ability to reflect critically on the skills of team working, creative development and presentation	

Assignment Brief and Guidance

Scenario and activity:

Team working is an important aspect of every day life in the business environment and a vital lifelong learning skill. After completing assignment one you are now required individually to work independently on completing a reflective blog that critically evaluates the creative process, the group dynamics and the business pitch delivered by the team.

You should address questions, including, but not limited to, the following:

1. How did the team function?
2. How did the team undertake the assignment?
3. What was the level of interaction between the team members?
4. Did the team work well together or was it dysfunctional? If the latter, how was this dysfunctionality eventually managed, if at all?
5. What was the quality of the final presentation?
6. With hindsight what should have been undertaken differently and why?

This will enable you to write a blog that is critical in reflection and to provide valid and justified recommendations for how you would improve the creative process, team work and your own personal contribution to the team to be more effective in the future.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Demonstrate an ability to critically reflect on the skills of team working, creative development and presentation		
P6 Complete a reflective statement that critically reflects on team working, creative development and presentation.	**M4** Address concerns and issues with recommendations for improvements.	**D2** Provide an insightful and independent reflection on teamwork and creative development, giving valid and justified recommendations.

Unit 23: Integrated Marketing Communications

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**23 Integrated Marketing Communications**
Academic Year	
Unit Tutor	
Assignment Title	**Integrated Marketing Communications Planning**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an Integrated Marketing Communication plan for a selected product/service and a 15-minute visual story board presentation of the plan with 5 minutes allocated for questions. The story board and speaker notes should be submitted as one copy. You are required to make effective use of illustrations, graphics and narrative sections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Explain and demonstrate an awareness of different channels and how they serve communication objectives. **LO2** Devise communication objectives and justify appropriate channel selection and integration. **LO3** Design and create content appropriate to the channel and communication objectives.

Assignment Brief and Guidance

Scenario and activity:

You have just commenced work in a new job as a communications and planning strategy manager in the marketing team for [named organisation/an organisation of your choice – your own place of work if appropriate]. You have been briefed for your first project which is developing an integrated marketing communications (IMC) plan for a selected new product/service.

You are first of all required to devise an IMC plan, designed to meet appropriate communication objectives with justified channel selection for the given product /service. You will also need to design and develop appropriate content to meet channel selected and communication objectives. The plan will then be presented using a visual story board template.

The IMC plan and presentation should address the following:

1. IMC situational analysis.
2. Critical evaluation of different marketing channels
3. Evaluation of the marketing communications mix and appropriate multiple channel selection.
4. Communication objectives that are SMART.
5. Strategic planning and tactics for each channel selection in order to meet overall marketing objectives.
6. Implementation and the use of control and evaluation mechanisms.

The presentation should also include the following:

1. Using at least 1-2 examples show how different marketing channels add value.
2. Provide critical evaluation of multiple marketing channels to justify choice of channel selection.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Evaluate different marketing channels and how they serve communication objectives</td><td rowspan="2"></td></tr>
<tr><td>P1 Evaluate different types of marketing channels and how they serve communication objectives within an organisational context.</td><td>M1 Critically evaluate how marketing channels of communication are integrated within an organisational context to add value and maximise resources.</td></tr>
<tr><td colspan="2">LO2 Devise communication objectives and justify appropriate channel selection and integration</td><td rowspan="5">LO2 and LO3

D2 Create a valid and detailed marketing communications plan that appropriately integrates multiple communication channels, has SMART objectives and tactics to meet the overall marketing and business objectives.</td></tr>
<tr><td>P2 Design communication objectives for a given organisational situation.

P3 Provide justifications for the selection and integration of communications channels chosen.</td><td>LO2 & 3

M2 Evaluate the application of the communication objectives in relation to the marketing communications mix and the organisational business objectives.</td></tr>
<tr><td colspan="2">LO3 Design and produce content appropriate to the channel and communication objectives</td></tr>
<tr><td>P4 Create a marketing communications plan that effectively meets communication objectives for a given organisational situation.</td><td>M2 as stated above for LO2.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**23 Integrated Marketing Communications**
Academic Year	
Unit Tutor	
Assignment Title	**IMC Case Study**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a case study portfolio. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500–2,000 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO4 Demonstrate the ability to critically evaluate a case study involving communication strategy, channel choice and creative content	

Assignment Brief and Guidance

Scenario and activity:

In your position as a marketing communication executive you have been tasked with producing a case study portfolio that explores and critically evaluates the marketing communications of a specific organisation [named organisation/an organisation of your choice – your own place of work if appropriate].

The chosen organisation can be for-profit or not-for-profit (for instance, a charity or an NGO). This is to be used to showcase to clients the importance of IMC planning and the advice and support that can be provided by your company.

The portfolio should include:

1. A brief background to the organisation.
2. Current communications objectives.
3. A critical evaluation of those objectives (Are they suitable?).
4. Chosen channels of communications.
5. A critical evaluation of those channels (Are they suitable?).
6. A critical evaluation of one example of creative content from that organisation's marketing communications and the impact of the creative content.
7. Appropriate recommendations for improving the marketing communications plan and a rationale for those recommendations.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Demonstrate the ability to critically evaluate a case study involving communication strategy, channel choice and creative content		
P5 Critically evaluate a marketing communications plan in relation to the communication strategy, channel choice, creative content.	**M3** Critique and review the success of the monitoring and impact of the marketing communications plan.	**D3** Provide appropriate and justified recommendations for improving the marketing communications plan to maximise revenue and successfully meet both communication and business objectives.

Unit 24: Digital Marketing

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**24 Digital Marketing**
Academic Year	
Unit Tutor	
Assignment Title	**Digital Landscape Insights**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
This submission is in the form of a visual PDF brochure guide to small businesses (brochure templates can be found on Microsoft Word). You are required to make use of headings, paragraphs, subsections and illustrations as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Demonstrate an understanding of the opportunities, challenges and impact of the digital environment. **LO2** Examine key digital tools, platforms and channels, comparing and contrasting bricks and mortar and other physical channels.	

Assignment Brief and Guidance

Scenario and activity:

You are working as a digital marketing insights assistant manager in the global digital services team of your local government. You have been asked to prepare a brochure to support businesses with navigating the digital landscape. The brochure needs to present an overview of the digital landscape, provide consumer trends and insights, evaluate the opportunities and challenges that face the digital market place.

The brochure will be used as a guide /road map by businesses, giving them clear insight into the digital landscape.

It should address the following:

1. Insight into the current digital landscape comparing both online and offline marketing.
2. An analysis of the driving influencers for digital marketing, presenting details of key consumer trends.
3. A critical evaluation of different digital tools providing specific examples from businesses e.g. search engine optimization, paid Search: AdWords, analytics, social media marketing, email marketing and content marketing.
4. Evaluate the digital landscape and current opportunities and challenges including personalisation of content, dealing with confidentiality, integrating artificial intelligence.
5. Give at least two examples of retail businesses contrast physical channels, examine the growth of e-commerce and critically analyse the impact this has upon the traditional retail business.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**24 Digital Marketing**
Academic Year	
Unit Tutor	
Assignment Title	**2. Social Media Marketing Campaign**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of a 10-15 minute presentation delivered in pairs and 5 minutes allocated for questions. You should deliver your social media campaign in the form of a presentation using visuals of what elements would look like (e.g. use of story boards, mock-up of apps, images for slogans etc). These should be submitted with the assignment.

Presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO3 Determine how to organise digital marketing activities and build multi-channel capabilities in an organisation.

LO4 Evaluate methods of monitoring and measuring digital marketing effectively

Assignment Brief and Guidance

Scenario and activity:

As a digital marketing manager working for [named organisation/an organisation of your choice – your own place of work if appropriate] you have been approached by a local business [named organisation/an organisation of your choice – your own place of work if appropriate] that requires a digital marketing presence and they have asked you and your company to design a digital strategic plan and social media campaign. Together with a colleague you will devise a social media campaign.

The campaign should include servicing multiple devices to meet a target audience, linking of analytics across the different channels to measure and evaluate success, the use of marketing metrics for specific channel traffic, and how to identify customers, the UX experience and personalise their experiences using marketing analytics.

The presentation should cover the following:

1. Introduction to the local business.
2. An explanation of how and why omni-channel marketing has developed and evolved over the last decade.
3. An overview of the proposed digital marketing plan, objectives and strategies identified.
4. The social media features to be implemented using a variety of multi-media capabilities.
5. Justification of the chosen multi-media capabilities to be used, and how they will optimise consumer engagement and return on investment (ROI).
6. Using data to inform and develop customised products and services.
7. Actions to be implemented to improve effectiveness of digital marketing using performance metrics based on critical evaluation.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate an understanding of the opportunities, challenges and impact of the digital environment</td><td rowspan="5">LO1 and LO2
D1 Demonstrate critical analysis and evaluation of the digital marketing landscape and the impact of the growth of e-commerce.</td></tr>
<tr><td>P1 Present an overview of the digital marketing landscape and compare online and offline marketing concepts.
P2 Determine and analyse the key consumer trends and insights that are fuelling the growth of digital marketing.</td><td>M1 Evaluate the opportunities and challenges facing the digital marketing landscape.</td></tr>
<tr><td colspan="2">LO2 Examine key digital tools, platforms and channels, comparing and contrasting bricks and mortar and other physical channels</td></tr>
<tr><td>P3 Assess the key digital tools and hardware that are available to marketers in contrast to ‘bricks and mortar’ and other physical channels.
P4 Examine the development of e-commerce and digital marketing platforms and channels in comparison to physical channels.</td><td>M2 Critically analyse the use of appropriate digital tools, both hardware and software, to use in a specific organisation context to meet their marketing requirements.</td></tr>
</table>

Pass	Merit	Distinction
LO3 Determine how to organise digital marketing activities and build multi-channel capabilities in an organisation		**LO3 and LO4** **D2** Develop a coherent and logical digital marketing strategy and determine its implications. Generate an actionable measurement framework that can be applied in an organisational context.
P5 Develop a digital marketing plan and strategy to build multi-channel capabilities. **P6** Explain how omni-channel marketing has evolved.	**M3** Apply the tools and techniques to plan an end-to-end omni-channel marketing campaign.	
LO4 Evaluate methods of monitoring and measuring digital marketing effectively		
P7 Determine and evaluate the measurement techniques and performance metrics in digital marketing. **P8** Present a set of actions to improve performance in digital marketing.	**M4** Critically evaluate application of key digital measurement techniques and performance metrics used in digital marketing.	

Unit 25: Principles of Operations Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**25 Principles of Operations Management**
Academic Year	
Unit Tutor	
Assignment Title	**Operations and Operational Strategy**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an operations handbook written in pairs. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500 to 3,000 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Demonstrate understanding of the impact of the business environment on operations. **LO2** Demonstrate understanding of the purpose of operations in support of organisational strategy	

Assignment Brief and Guidance

Scenario and activity:

You work in the Operations Team of a large international restaurant chain group [named organisation/an organisation of your choice – your own place of work if appropriate] as an operations assistant manager and have been asked to "buddy" a new apprentice who has recently been attached to your Department. The group operations director has asked you to explain the principles of operations management to the apprentice and has suggested this be formally recorded as an operations handbook so this information is then "captured" for future staff joining the team. Because this is quite a substantial task you will work with another experienced member of the team to do this. The report will overview and critique the organisation's operations, examine and explain the relationship between functional departments and how this adds value to the operation and make use of a PESTLE and SWOT analysis to analyse environmental factors that impact on operations within the business.

You are also required to explain how operations support the organisation's long-term strategies and the systems, processes and tools used to manage this to add value to the organisation.

The report must include the following:

1. An introduction to the organisation.
2. An explanation of the operational manager roles and responsibilities.
3. An explanation of the core operational activities within the organisation.
4. Analysis of how different core operational activities of the business interrelate and how this adds value to the organisation's operations.
5. An evaluation of how current trends in the business environment impact upon operations management e.g. technology, ethics and global relations.
6. Analysis of specific external and internal factors influencing the organisation, using PESTLE and SWOT analysis.
7. Analysis of the impacts and implications that external and internal factors have upon the long-term strategic goals of the organisation.
8. Examination of how operations management can support long-term strategic goals, explaining how different systems, processes and tools can be used to achieve this.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate understanding of the impact of the business environment on operations</td><td rowspan="5">LO1 and LO2
D1 Critically evaluate the application of appropriate operations management tools to inform justified recommendations in response to organisational environmental analysis.</td></tr>
<tr><td>P1 Explain how external and internal factors of the business environment impact upon operations.
P2 Consider how operations are influenced by corporate responsibility and how operations managers respond.
P3 Conduct a valid external and internal environmental analysis of the business environment for an organisation.</td><td>M1 Produce a critical analysis of external and internal factors that affect the performance of an organisation.</td></tr>
<tr><td colspan="2">LO2 Demonstrate understanding of the purpose of operations in support of organisational strategy.</td></tr>
<tr><td>P4 Explain how operation functions support organisational strategy and decision-making.
P5 Explain different types of control and planning methods in application to different organisational examples.
P6 Evaluate quality systems and how operations management can add value throughout the supply chain.</td><td>M2 Critically evaluate the efficiency of different operations management methods used to support organisational strategy.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**25 Principles of Operations Management**
Academic Year	
Unit Tutor	
Assignment Title	**Resource Allocation and Risk Planning for Operations Management**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a business memo. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, a heading statement, and opening, context and summary segments as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 500 to 1,000 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO3 Determine the appropriate allocation of resources for operations management. **LO4** Conduct a strategic risk analysis (SRA) on the operations functions of an organisation.	

Assignment Brief and Guidance

Scenario and activity:

The group operations director has now tasked you with a further project. There are two aspects to the project.

1. Resource Allocations Plan

You are required to produce a Resource Allocations Plan in regard to a new product launch that is to be circulated to all Departments in the Restaurant Group. This is to be presented in the form of a business memo. The memo must include a full appendix detailing an accompanying Strategic Risk Assessment (see below).

The new product is an exciting line of vegan-to-go foods that the business has been developing over the past year. Specific objectives are:

1. Communicating the new brand to the company employees.
2. Producing new branding for all company documents/materials.
3. Successfully launching the new brand initiative.

As part of the Resource Allocations Plan you must identify and explain:

1. Resource and supplier management strategies.
2. The application of the McKinsey 7S model in resource management.
3. The use of a cost-benefit analysis and VRIO framework.

2. Strategic Risk Assessment

As an Appendix to your business memo (see above) you must carry out a Strategic Risk Analysis in regard to the new product launch. This will entail production of a Risk Management Plan for the organisation based on your findings from the PESTLE and SWOT analysis in Assignment 1.

The plan should highlight risk identified, level of priority, plan mitigation, allocate responsibility, monitoring and contingency planning.

You must consider risk management strategies at various functional levels and consider stakeholder relationships when planning mitigation.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Determine the appropriate allocation of resources for operations management.		
P7 Prepare a resource allocation plan to meet specific operational requirements for an organisation.	**M3** Assess and apply the most appropriate strategies in support of the resource allocation plan.	**D2** Examine the advantages and disadvantages of different resource management strategies in terms of improving work flow and outputs.
LO4 Conduct a strategic risk analysis (SRA) on the operations functions of an organisation.		
P8 Devise and carry out an SRA of an organisation using risk identification and mapping.	**M4** Develop contingency plans and strategies to minimise the risks highlighted in the SRA.	**D3** Provide valid justifications for recommended strategies at an operational, tactical and strategic level.

Unit 26: Supply Chain Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**26 Supply Chain Management**
Academic Year	
Unit Tutor	
Assignment Title	**Principles and Practices**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual written report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 3,000 to 3,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Apply key supply chain concepts, principles and processes in an organisational context. **LO2** Evaluate the importance of effective supply chain management (SCM). **LO3** Evaluate the interrelationships between supply chain and other areas of an organisation	

Assignment Brief and Guidance

Scenario and activity:

You work as a logistics analyst as part of a large consultancy firm that specializes in the retail sector. You are part of a team that has been brought in by a national coffee shop brand [named organisation/an organisation of your choice – your own place of work if appropriate] planning to expand internationally. They source coffee beans from many different countries and have a range of products and services, including self-service machines that operate nationally in the UK [or localised destination]. Your particular focus is to investigate and review key concepts and practices relating to their supply chain management in order to best advise them how to proceed as they expand.

You are to produce a report to:

1. Examine how the key principles of supply chain management apply to their resources, production and manufacturing processes.
2. Evaluate the interrelationships that exist within the various workstreams that make up the supply chain.
3. Critically evaluate the importance of effective supply chain management for them, considering all stakeholders.
4. Investigate and critically evaluate the various functional areas of the business and how they integrate to create effective supply chain management.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Apply key supply chain concepts, principles and processes in an organisational context		**LO1, LO2 and LO3** **D1** Critically evaluate supply chain concepts, principles and processes, and their interrelationships with other areas of an organisation.
P1 Demonstrate how key supply chain concepts, principles and processes are applied throughout the stages of resourcing, product design and development, logistics and distribution.	**M1** Evaluate how integration of supply chain concepts, principles and processes improve organisational efficiency.	
LO2 Evaluate the importance of effective supply chain management (SCM)		
P2 Evaluate the importance of effective SCM from the perspective of customers, suppliers, distributors and retailers.	**M2** Critically evaluate the importance of physical, information and financial flow management within the supply chain.	
LO3 Evaluate the interrelationships between supply chain and other areas of an organisation		
P3 Evaluate the cross functional and integrated approach of SCM with other areas of an organisation.	**M3** Examine the implications of interrelationships between the supply chain and other functional areas using theories, concepts and/or models.	

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**26 Supply Chain Management**
Academic Year	
Unit Tutor	
Assignment Title	**Supply Chain Strategy Recommendations**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10-minute presentation, in pairs, with supporting speaker notes and 5 minutes questions. You are required to make use of headings, paragraphs, tables and columns as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000 – 1,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO4 Recommend improvements to a supply chain strategy for an organisation.	

Assignment Brief and Guidance

Scenario and activity:

Your initial contribution to the consultancy project has been received well. The next task you have been assigned relates to the client's current supply chain strategy and in particular they are keen for recommendations on how this can be improved. Your boss thinks that the best and most visual way to present findings to the client is by way of short presentation that you will undertake with a colleague. Your presentation will need to cover:

- Identification and critical analysis of key principles on which a retail supply chain management strategy, such as theirs, can be evaluated
- Identify and analyse key issues and challenges that could arise within a supply chain management strategy.
- Develop and create justified recommendations for improvement, identifying relevant support systems and documentation to maintain the process.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Recommend improvements to a supply chain strategy for an organisation		
P4 Evaluate a supply chain strategy within an organisation and present proposals for improvement.	**M4** Critically evaluate a supply chain strategy within an organisation and present proposals for its improvement.	**D2** Justify and recommend improvements of a supply chain strategy based on critical evaluation.

Unit 27: Identifying Entrepreneurial Opportunities

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**27 Identifying Entrepreneurial Opportunities**
Academic Year	
Unit Tutor	
Assignment Title	**Turning creativity to cash**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a 15-minute individual pitch presentation and 5 minutes allocated for questions. The presentation can be delivered using any types of visual aids e.g. PowerPoint, poster, flipchart, handouts etc. The presentation aids and speaker notes should be submitted as one copy. You are required to make effective use of headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500–3,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO1 Evaluate possible sources for a new and innovative business idea.

LO2 Explain the choice of a specific entrepreneurial idea for investigation and the market gap that it addresses.

LO3 Use primary and secondary data to identify market potential.

LO4 Evaluate the entrepreneurial idea in the context of the market and competitors, and make an assessment of potential viability.

Assignment Brief and Guidance

Scenario and activity:

As a graduate you are seeking to set up your own start-up business. You have had several ideas but only one can be viable. In preparing a pitch to present to financial investors you will provide the background to your sources of inspiration and the market research you have undertaken to support taking the idea forward.

The pitch presentation should address the following:

1. Background information about those sources that inspired your idea and what motivated you personally in wishing to set up your own business.
2. Relate these to Drucker's 7 sources of systematic innovation with an example of each one.
3. An introduction to your business idea and what it is, and who and where your potential customers and target audience are.
4. A competitor analysis that critically looks at the competitive marketplace. Look at failures and successes. What you can do differently? Is this a growth area with low and medium risk?
5. Gap analysis and critical reflection on how you are looking to close the gaps. What is the situation now and what is the future? What are the objectives of this business idea and how do you wish to achieve them?
6. Market research to support viability for your business idea and identify market potential using a range of sources that could be both primary and secondary. You will need to justify your business objectives.
7. Presentation and interpretation of data and statistics to support your business idea.
8. Why your business idea is viable and workable and how you qualify this belief. What are the strengths and weaknesses? How will you overcome the risks and the potential opportunities for growth and development in the future?
9. Provide justified recommendations for managing and sustaining the idea you have within the competitive marketplace.

You will need to be fully prepared to answer questions related to critical evaluation of different approaches and sources used and justify the business objectives.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate possible sources for a new and innovative business idea		
P1 Determine and evaluate different sources of entrepreneurial ideas and innovation providing specific examples.	**M1** Provide a detailed evaluation of Drucker's 7 sources of systematic innovation providing specific examples.	**D1** Critically evaluate the benefits and drawbacks of different approaches and sources that can lead to the identification of entrepreneurial ideas
LO2 Explain the choice of a specific entrepreneurial idea for investigation and the market gap that it addresses		
P2 Explain the rationale and the market gap for a specific entrepreneurial idea using relevant tools and techniques to support your choice.	**M2** Provide justification of how a specific entrepreneurial idea fills a market gap using different techniques for gap and competitive analysis.	**D2** Critically evaluate a specific entrepreneurial idea based on appropriate interpretation and investigation of the competitive market place.
LO3 Use primary and secondary data to identify market potential		
P3 Present data needed to support gap analysis in the evaluation of a specific entrepreneurial idea. **P4** Interpret data appropriately to provide evidence of market potential.	**M3** Justify specific sources and methods of data collection chosen and how data relates to identifying market potential.	**D3** Analyse appropriate specific sources and methods of data to provide justified business objectives and identify market potential.

Pass	Merit	Distinction
LO4 Evaluate the entrepreneurial idea in the context of the market and competitors and make an assessment of potential viability		
P5 Apply a SWOT framework to collate evidence to support an objective assessment of a specific entrepreneurial idea. **P6** Evaluate the competitive market place in which the idea will be launched to assess potential viability.	**M4** Critically evaluate a specific entrepreneurial idea in the context of the marketplace and competition.	**D4** Formulate valid conclusions and justified recommendations on how a specific entrepreneurial idea can be developed, managed and sustained within the competitive market place.

Unit 28: Launching a New Venture

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**28 Launching a New Venture**
Academic Year	
Unit Tutor	
Assignment Title	**Turning a vision into action**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a business plan and action plan for launching a new venture. The recommended word limit is 2,000 to 2,500 words, you will not be penalised for exceeding the total word limit. Your research should be referenced using the Harvard referencing system. Provide a bibliography using the Harvard referencing system. Standard business plan templates can be used, but students can also devise their own.
Unit Learning Outcomes
LO1 Investigate the range of resources required to launch a new venture. **LO2** Assess the skills and capabilities required and how these might be acquired or developed. **LO3** Explain and justify appropriate promotional activities to support the launch. **LO4** Suggest an appropriate legal form and compile a budget for launch.

Assignment Brief and Guidance

Scenario and activity:

Leading on from the assignment completed for Unit 27 – Identifying Entrepreneurial Opportunities, you are an entrepreneur looking to start up a new business and you are now in a position to launch your new venture idea.

This will require you to develop and produce a business plan and accompanying action plan to launch your new venture.

The business plan should include the following:

1. Background to your venture idea, including market research undertaken, support data and statistics, competitor analysis and identifying the target market.
2. Critical analysis of the competitive environment to justify how you will maintain a competitive advantage.
3. Identify areas of risk and how you will mitigate these.
4. Resources required for setting up the business, including human, financial and physical.
5. Analysis of skills and capabilities required for the business and how they will be acquired for future operations.
6. Financial capital and considerations for starting up a lean business. The principles that will be applied.
7. Justify choice of promotional activities and pricing strategies based on critical reflection.
8. The identity of an appropriate business promotional message/name /logo for the business
9. A predicted 12-month budget for the launch of the business with a breakdown of costs required pre-launch and post.
10. Details of an appropriate legal structure for the business.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate the range of resources required to launch a new venture		
P1 Investigate new venture identifying specific target markets and undertaking competitive analysis. **P2** Determine specific tangible and intangible resources that would be required for the launch of a new venture. **P3** Produce a credible proposal to launch a new venture.	**M1** Apply a range of methods and techniques for competitive analysis to justify how to achieve competitive advantage. **M2** Discuss the strengths and weaknesses of the new venture and determine areas of risk.	**D1** Develop a detailed proposal that demonstrates critical analysis and reflection of the competitive environment with supporting contingency planning to minimise risk.
LO2 Assess the skills and capabilities required and how these might be acquired or developed		
P4 Assess the skills and capabilities required to launch a new venture and how they are acquired or developed.	**M3** Explore the range of skills and capabilities required for the launch and critically assess how they might be acquired or developed applying appropriate methods.	**D2** Critically discuss supporting costs and timescales required for acquiring and/or developing the skills and capabilities of a launch team.
LO3 Explain and justify appropriate promotional activities to support the launch		
P5 Explain different promotional activities and channels that will support the launch and justify their choice. **P6** Develop an appropriate promotional activities plan for both launch and pre-launch.	**M4** Evaluate an appropriate promotional activities plan for both launch and pre-launch.	**D3** Critically evaluate the different promotional activities to support justifications.

Pass	Merit	Distinction
LO4 Suggest an appropriate legal form and compile a budget for launch		
P7 Produce an itemised monthly cash budget for the pre-launch phase of the venture and the first 12–18 months following launch. **P8** Suggest an appropriate legal form for the venture stating why it has been chosen.	**M5** Justify an itemised monthly cash budget showing one off costs, ongoing costs and anticipated income post- and pre-launch.	**D4** Create a pre- and post-launch monthly itemised cash budget based on financial resources, including key budget categories and sub-categories, with contingency measures for anticipated outcomes.

Unit 29: Managing and Running a Small Business

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**29 Managing and Running a Small Business**
Academic Year	
Unit Tutor	
Assignment Title	**The toolkit for small business management**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is group work and in the form of a Toolkit Pack that contains 3–4 page factsheets for each section of the pack. You are to include a bibliography and use Harvard referencing where applicable. The pack should contain a contents list that indicates which members of the team produced which factsheets. The presentation should cover the pack and the factsheets, and each member should present a different section and factsheet from the ones they produced. The presentation will be followed 5–10 minutes of questions.	

Unit Learning Outcomes

LO1 Discuss how a small business or social enterprise plans and allocates resources to achieve objectives

LO2 Explain and evaluate the customer relationship management process for a small business or social enterprise, including understanding the benefits and challenges of transnational operation.

LO3 Develop and analyse a cash flow forecast, budget and break-even analysis and interpret key financial statements.

LO4 Discuss the implications of regulation and legislation on a small business or social enterprise.

Assignment Brief and Guidance

Scenario and activity:

You are working a business advisor for a multinational bank [named organisation/an organisation of your choice – your own place of work if appropriate]. You will be working with a small team of work colleagues to produce factsheets with key tips and information for small businesses and together they will be presented as an online app called the `Small Business Toolkit' pack.

The factsheets should include the following:

1. Capacity Management: how to plan and allocate resources effectively.
2. Building a Meaningful Relationship: a critical evaluation of processes for successful customer relationship management including guidance on how to overcome any CRM challenges with international operations.
3. Expanding Your Business: how to expand a business transnationally. The benefits and drawbacks.
4. Practical Financial Management: How to produce a cash flow forecast and apply break-even analysis, including an example of an annual itemised monthly cash flow forecast showing fixed and variable costs set against income.
5. Interpreting Financial Statements: include examples to illustrate how to interpret the profitability of a small business and how they meet business objectives.
6. Legal Considerations: the legislation and regulations that a small business should be aware of.

In presenting the final `Small Business Toolkit' to the leadership team you will need to discuss content and the relevance of your key tips and advice.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Discuss how a small business or social enterprise plans and allocates resources to achieve objectives		
P1 Discuss the main considerations a small business or social enterprise needs to address when planning and allocating resources to achieve business objectives.	**M1** Apply relevant tools and techniques in a structured and analytical way to plan and allocate resources in an organisational context. **M2** Assess the importance of planning and allocating resources to achieve business objectives.	**D1** Critically analyse the application of appropriate resources to demonstrate links between resource allocation and achievement of business objectives.
LO2 Explain and evaluate the customer relationship management process for a small business or social enterprise, including understanding the benefits and challenges of transnational operation		
P2 Explain and evaluate different processes of customer relationship management for a small business or social enterprise. **P3** Explain how a small business can develop transnationally and determine the benefits and drawbacks.	**M3** Apply and evaluate the elements of the customer relationship management process in relation to achieving business objectives. **M4** Evaluate the potential to develop transnational operations using the stage model of internationalisation, assessing both benefits and challenges.	**D2** Critically evaluate the customer relationship management process at all stages and provide recommendations for overcoming challenges of developing transnational operations.

Pass	Merit	Distinction
LO3 Develop and analyse a cash flow forecast, budget and break-even analysis and interpret key financial statements		
P4 Produce an annual itemised monthly cash flow forecast showing fixed and variable costs set against income for a specific organisation. **P5** Explain how break-even analysis could be applied to an organisational situation. **P6** Interpret key financial statements for an organisation in relation to how they contribute to the successful management of the organisation.	**M5** Apply appropriate quantitative and analytical techniques to provide an appropriately detailed cash flow forecast and break-even analysis.	**D3** Produce an accurate cash flow forecast and break-even analysis with a critical evaluation of how key financial statements contribute to the successful management of the business.
LO4 Discuss the implications of regulation and legislation on a small business or social enterprise		
P7 Discuss key legislation and regulations that have implications on small businesses or social enterprises.	**M6** Evaluate the implications of key legislation and regulations in an organisational context.	**D4** Critically evaluate key legislation and regulations that affect small businesses or social enterprise organisations, taking future developments and changes into account.

Unit 30: Taxation

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**30 Taxation**
Academic Year	
Unit Tutor	
Assignment Title	**Taxation Systems and Legal and Ethical Considerations**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a case study booklet. This should be written in a visually appealing and structured style appropriate for the target audience using 1.5 spacing and font size 12. You are required to make use of headings, appropriate images, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Analyse taxation systems and the legislation which governs them. **LO4** Evaluate the impact on organisations of the legal and ethical constraints associated with taxation responsibilities.

Assignment Brief and Guidance

Scenario and activity:

As a recent business graduate you have joined a large firm of Tax Accountants as a Trainee Tax Consultant [insert here either a given organisation/an organisation of your choice or your own place of work if appropriate]. As part of your training programme you have been asked by one of the firms partners to produce a case study booklet that can be made available to existing and potential clients covering how national and international taxation systems work, tax legislation and ethical constraints and issues from a taxation perspective. The booklet must be clearly and professionally presented and be appropriate for the intended audience.

The booklet must contain the following:

1. Definitions and descriptions on what is meant by 'tax' and its importance to individuals, organisations and governments.
2. Examination, evaluation and comparison of taxation systems across two different countries.
3. The impact and significance of ethical and legal constraints on tax systems.
4. Make justified "best practice" recommendations for developing effective tax systems in a global context.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse taxation systems and the legislation which governs them		
P1 Analyse taxation systems and consider taxation legislation that will have given implications on national taxation.	**M1** Critically analyse and compare taxation systems in different countries.	**D1** Provide supported and justified recommendations for developing effective tax systems and legislation that meet key principles in a global context
LO4 Evaluate the impact on organisations of the legal and ethical constraints associated with taxation responsibilities		
P4 Evaluate the impact of key legal and ethical constraints on different organisations.	**M4** Critically evaluate the impacts of key legal and ethical constraints on application to different organisations, providing supporting conclusions and recommendations.	**D3** Provide supporting and justified recommendations for responding to and minimising the impact of legal and ethical constraints for a range of international examples.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**30 Taxation**
Academic Year	
Unit Tutor	
Assignment Title	**Taxation Liabilities for Organisations**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 2 hour open book exam. Students can bring in 2 sheets of A4 notes only and these must be handed in with the final script	
Unit Learning Outcomes	
LO2 Determine taxation liabilities for unincorporated organisations and individuals. **LO3** Determine taxation liabilities for incorporated organisations	

Assignment Brief and Guidance

Scenario and activity:

This is an open book exam and you will need to answer set questions within the time allocated. You may bring in 2 sheets of A4 notes with you (not text books or journals or published works) and must hand these in at the end of the exam together with your answers.

Questions are as follows (each is allocated equal marks):

1. Explain the difference between incorporated and unincorporated organisations providing examples to illustrate
2. Clearly define the terms Personal Allowance, Inheritance tax, Corporation tax and National Insurance Tax (note: make this country relevant)
3. Compare and contrast how taxation liabilities are determined for both incorporated and unincorporated organisations making reference to sample calculations and recognized models as appropriate
4. Critique the tax models identified above (e.g. in terms of the collection and accurate analysis of data)

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO2 Determine taxation liabilities for unincorporated organisations and individuals</td><td rowspan="4">LO2 and LO3

D2 Investigate taxation liabilities and use appropriate application models and formulae to interpret and analyse data correctly.</td></tr>
<tr><td>P2 Explore and explain the implications of taxation liabilities for unincorporated organisations.</td><td>M2 Apply recognised models and formulae to interpret data appropriately to calculate and determine taxation liabilities for unincorporated organisations.</td></tr>
<tr><td colspan="2">LO3 Determine taxation liabilities for incorporated organisations</td></tr>
<tr><td>P3 Explore and explain taxation liabilities for both private and public companies.</td><td>M3 Apply recognised models and formulae to interpret data and determine taxation liabilities, including late payment interest penalties, for incorporated organisations.</td></tr>
</table>

Unit 31: Statistics for Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**31 Statistics for Management**
Academic Year	
Unit Tutor	
Assignment Title	**Data Analysis**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of an e-portfolio that includes two components:

1. A short 5-minute **recorded podcast**. This is paired work and should be recorded using an appropriate device, in a concise, informative, structured and informational style fitting the target audience. This must be supported with research and referenced using the Harvard referencing system (documented in an accompanying written memo).
2. A **PowerPoint presentation** of data analysis and findings. This should be presented in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.

The submission should also include the background data in Excel spreadsheets used for the relevant calculations.

Unit Learning Outcomes

LO1 Evaluate business and economic data/information obtained from published sources.

LO2 Analyse and evaluate raw business data using a number of statistical methods

LO4 Communicate findings using appropriate charts/tables

Assignment Brief and Guidance

Scenario and activity:

You work as a junior analyst in a large market research company [or insert a named organisation/an organisation of your choice or your own place of work if appropriate] and have been asked by the senior data analyst (your line manager) to support with three specific tasks.

Task 1:

In regard to the first task, your organisation has been approached by a regional TV station who are producing a "Business Breakfast" series of podcasts aimed at working professionals. They have asked if your company can produce a short 3 minute podcast on "The value of data and statistical management". You are tasked (working with a colleague) with researching, preparing recording this short piece which will then be streamed through the TV station's website and social media platforms.

You are required to cover the following within the podcast:

1. What is data and why is it important? What is the relationship between data, information and knowledge providing illustrations and examples where appropriate.
2. An evaluation of the range of published data sources with examples.
3. A critical evaluation of different methods of data analysis including descriptive, exploratory and confirmatory methods.

You are also required to submit a memo that will evidence your reference sources

Task 2:

Your second task is to produce an analysis of raw data and communicate findings appropriately. Specifically:

1. Evaluate the differences between descriptive and inferential data.
2. Use sets of given data to calculate a range of descriptive and inferential statistics. Apply and justify the use of different methods, e.g. T-Test, ANOVA testing, chi–square testing.
3. Present your findings in the appropriate format using a range of graphs and charts to communicate data analysis. Giving justification for use of different formats.
4. Critically reflect on different formats and ways of presenting evidence.

This is to be presented as a PowerPoint presentation with supported documentation of your relevant calculations (to be submitted in excel).

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate business and economic data/information obtained from published sources		
P1 Evaluate the nature and process of business and economic data/information from a range of different published sources. **P2** Evaluate data from a variety of sources using different methods of analysis.	**M1** Critically evaluate the methods of analysis used to present business and economic data/information from a range of different published sources.	**LO1 & 2** **D1** Critically evaluate the differences in application between methods of descriptive, exploratory and confirmatory analysis of business and economic data.
LO2 Analyse and evaluate raw business data using a number of statistical methods		
P3 Analyse and evaluate qualitative and quantitative raw business data from a range of examples using appropriate statistical methods.	**M2** Evaluate the differences in application between descriptive statistics, inferential statistics and measuring association.	
LO4 Communicate findings using appropriate charts/tables		
P5 Using appropriate charts/tables communicate findings for a number of given variables.	**M4** Justify the rationale for choosing the method of communication.	**D3** Critically evaluate the use of different types of charts and tables for communicating given variables.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**31 Statistics for Management**
Academic Year	
Unit Tutor	
Assignment Title	**Poster Presentation**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an academic poster. Posters should be written in a concise, formal business style using single spacing and font size 9. You are required to make use of headings, sections and images as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 500–1,000 words, although you will not be penalised for exceeding the total word limit.the background data in Excel spreadsheets used for the relevant calculations.	
Unit Learning Outcomes	
LO3 Apply statistical methods in business planning.	

Assignment Brief and Guidance

Scenario and activity:

Your final task as Junior Analyst is to present how statistical methods in business planning can be applied, with particular consideration to issues of variability and probability. The intention is this will form the basis of a presentation at the annual staff conference as part of ongoing Continual Professional Development (CPD) activity. This is to be done in the form of an academic poster which will:

1. Illustrate the importance of variability and probability in applying and evaluating statistical methods in business planning.
2. Explore the use of statistical process control and appropriate techniques in application to operations, e.g. inventory, flowtime, quality, capacity.
3. Distinguish between and evaluate the different forms of probability distribution including normal, poisson and binomial.
4. Make recommendations and judgments on how statistical process control can improve business performance and business planning.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Apply statistical methods in business planning		
P4 Apply a range of statistical methods used in business planning for quality, inventory and capacity management.	**M3** Evaluate and justify the use of appropriate statistical methods supported by specific organisational examples	**D2** Make valid recommendations and judgements for improving business planning through the application of statistical methods.

Unit 32: Business Strategy

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Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**32 Business Strategy**
Academic Year	
Unit Tutor	
Assignment Title	**Strategic Management Plan**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a formal strategy plan and report. This should be written in a concise, formal business style using 1.5 spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and ensure that the report is justified aligned. All work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 3,500–4,000 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Analyse the impact and influence which the macro environment has on an organisation and its business strategies. **LO2** Assess an organisation's internal environment and capabilities. **LO3** Evaluate and apply the outcomes of an analysis using Porter's Five Forces model to a given market sector. **LO4** Apply models, theories and concepts to assist with the understanding and interpretation of strategic directions available to an organisation.

Assignment Brief and Guidance

Scenario and activity:

You have been recruited as a strategic analyst by a large London based management consultancy and been asked to produce a strategic plan for one of the organisation's established clients [named organisation/an organisation of your choice – your own place of work if appropriate].

The client is keen to expand its business so the report must include recommendations for growth with full justification and rationale. You are expected to make use of recognised internal and external analytical tools and models.

The Strategic plan is to be written up as part of the formal report and will comprise two parts:

Part A: You are to complete an internal and external analysis that provides a platform for strategic decision making:

1. Analysis will include a detailed and considered PESTLE and SWOT of the organisation and an evaluation of the organisation's resources and capabilities.
2. Analysis and critical evaluation of the competitive environment using Porter's Five Forces model.
3. Identification and justification of the organisation's existing and/or potential competitive advantage.
4. Devise valid strategies and tactical objectives to achieve overall strategic objectives.

Part B: On the basis of this analysis critically evaluate and justify strategic options for the organisation:

1. Critically evaluate the different types of strategic directions available to the organisation.
2. Justify and recommend the most appropriate growth platform/s and strategies.
3. Evaluate ways and means by which the chosen strategy/ies can be monitored in order to ensure success.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Analyse the impact and influence which the macro environment has on an organisation and its business strategies.</td><td rowspan="11">LO1, LO2, LO3 & LO4

D1 Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives and tactical actions.</td></tr>
<tr><td>P1 Applying appropriate frameworks analyse the impact and influence of the macro environment on a given organisation and its strategies.</td><td>M1 Critically analyse the macro environment to determine and inform strategic management decisions.</td></tr>
<tr><td colspan="2">LO2 Assess an organisation's internal environment and capabilities</td></tr>
<tr><td>P2 Analyse the internal environment and capabilities of a given organisation using appropriate frameworks.</td><td>M2 Critically evaluate the internal environment to assess strengths and weaknesses of an organisation's internal capabilities, structure and skill set.</td></tr>
<tr><td colspan="2">LO3 Evaluate and apply the outcomes of an analysis using Porter's Five Forces model to a given market sector</td></tr>
<tr><td>P3 Applying Porter's Five Forces model evaluate the competitive forces of a given market sector for an organisation.</td><td>M3 Devise appropriate strategies to improve competitive edge and market position based on the outcomes.</td></tr>
<tr><td colspan="2">LO4 Apply models, theories and concepts to assist with the understanding and interpretation of strategic directions available to an organisation</td></tr>
<tr><td>P4 Applying a range of theories, concepts and models, interpret and devise strategic planning for a given organisation.</td><td>M4 Produce a strategic management plan that has tangible and tactical strategic priorities and objectives.</td></tr>
</table>

Unit 33: Business Information Technology Systems

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**33 Business Information Technology Systems**
Academic Year	
Unit Tutor	
Assignment Title	**The Importance of IT Systems**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a User Manual booklet and pages should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit. This is a group assignment which must be submitted as one User Manual, but it should clearly highlight which section was completed by each individual member. Each member should include a short reflective statement relating to their contribution and performance.
Unit Learning Outcomes
LO1 Demonstrate an understanding of the role of different IT systems in support of organisational objectives.

Assignment Brief and Guidance

Scenario and activity:

You are an associate IT/information systems consultant responsible for managing multiple processes and procedures for optimizing business solutions in [named organisation/an organisation of your choice – your own place of work if appropriate] and you have been asked by the IT/information systems project manager to create a user manual that will show the benefits of having multiple integrated IT systems to improve processes/workflows. This manual will be distributed to all the departments within the organisation, so you must ensure you define and analyse all aspects of IT systems.

The IT/information systems project manager would like you to complete this manual with two of your colleagues and the manual must consist of the following:

1. Analyse the role of IT systems in supporting knowledge management, data management and customer service management. Ensure that you define and analyse each of these aspects of business.
2. Using the main departments of your organisation, analyse the use of IT within each of these departments to evaluate how it helps to make the departments more or less efficient. Ensure that you give examples from your organization to support judgements.
3. Critically reflect on how IT systems contribute to the achievement of your organisation's objectives. Give examples where appropriate and draw conclusions.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Demonstrate understanding of the role of different IT systems in support of organisational objectives		
P1 Analyse the use of IT systems within different functions of an organisation. **P2** Examine how IT systems contribute to the achievement of objectives in a specific organisational context.	**M1** Evaluate how IT systems are applied in the different functions of an organisation and how they work together to achieve high performance.	**D1** Critically evaluate the role and purpose of IT systems in different functions of an organisation, evaluating their contribution to achieving organisational objectives.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**33 Business Information Technology Systems**
Academic Year	
Unit Tutor	
Assignment Title	**The Value of Effective IT Systems**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual 10- 15 minute presentation with speaker notes and 5 minutes allocated for questions. Presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, paragraphs and subsections as appropriate. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO2 Analyse flexible and reliable IT systems that respond to organisational requirements. **LO3** Evaluate IT systems that support value-added change within organisations. **LO4** Recommend practical IT systems solutions to given organisational scenarios.

Assignment Brief and Guidance

Scenario and activity:

You are the workplace solutions architect for a consultancy firm that advise companies on the adoption of agile methods of delivery and digital transformation. You have been asked to present to the sales, technical and operational teams of one of your clients, [named organisation/an organisation of your choice – your own place of work if appropriate], to detail the value and importance of using IT systems within their organisation. The presentation will be used to support the Board of Directors next general meeting with their decision on the following year's IT budget.

Your presentation will need to contain the following:

1. An introduction to your chosen organisation.
2. Critical analysis of the different ways IT systems are used for the communication, transmission, processing, manipulation, storage, or protection of information.
    a. Knowledge management.
    b. Customer relationship management.
    c. Data management.
    d. Communication management.
3. Critical evaluation of how IT systems can be used to support value-added change for improving business operations, performance and sustainability using supporting examples.
4. Recommend and justify practical IT solutions for common business problems that could be applied by your client to provided value -added change. You will need to make reference to other organisations and give examples of best practice.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO2 Analyse flexible and reliable IT systems that respond to organisational requirements		
P3 Analyse the different ways IT systems store and process data for knowledge management, customer relationship management, data management and communication management.	**M2** Critically analyse the different ways IT systems store and process data, providing specific organisational examples.	**D2** Demonstrate an understanding of the different ways IT systems store and process data and critically evaluate the choices that have been made in a specific organisational example to make recommendations.
LO3 Evaluate IT systems that support value-added change within organisations		
P4 Evaluate how IT systems can be used to support value-added change for improving business operations, performance and sustainability.	**M3** Critically evaluate the advantages and disadvantages of specific IT systems which support value-added change in an organisational context.	**D3** Provide justified recommendations for improving IT systems in the support of value-added change in an organisational context.
LO4 Recommend practical IT systems solutions to given organisational scenarios		
P5 Recommend practical IT solutions for organisational scenarios that cover a range of common business problems experienced in the workplace.	**M4** Evaluate how IT systems support practical solutions to add future value to specific business problems.	**D4** Critique recommended practical solutions for the effective monitoring and evaluation of IT systems, with potential consequences of their implementation.

Unit 34: Business Systems

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**34 Business Systems**
Academic Year	
Unit Tutor	
Assignment Title	**Business Systems Within Organisations**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual written essay. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 3,000–3,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Evaluate the contribution of business systems to organisational performance. **LO2** Analyse the internal and external factors which have an impact on systems and processes	

Assignment Brief and Guidance

Scenario and activity:

`Systems and processes are the essential building blocks of an organisation, whether they realise it or not. Every facet of business – in the store, the workshop, or the office – is part of a system that can be managed or improved by applying the correct principles.' (R. Caroll, 2015)

You are working as an intern for the Institute of Operations Management and they have asked you to write an essay to link to their website industry insights page.

Taking the above statement into account, you are briefed to write an essay on the following:

'Understanding business systems: how the macro and micro environment influences business systems and their contribution to organisational performance.'

Points to include and consider in your essay are as follows:

1. Define the terms functions, systems and processes within a business context.
2. Determine the overall context and environment in which businesses operate.
3. Evaluate at least two different types of business systems found within an organisation and highlight the advantages and disadvantages of these systems. Use relevant examples where appropriate.
4. Assess how different business systems contribute to sustainable organisational performance, providing specific examples.
5. Critically examine in detail the internal and external factors that impact on business systems and processes, exploring how factors have transformed, changed, integrated and optimised business systems.
6. Explore and analyse the constraints and the benefits of external and internal impacts upon systems and processes

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Evaluate the contribution of business systems to organisational performance</td><td rowspan="5">LO1 and LO2

D1 Critically evaluate the external and internal factors that influence business systems within an organisational context and demonstrate how they contribute to sustainable organisational performance.</td></tr>
<tr><td>P1 Determine the overall context and environment in which businesses operate. Defining functions, systems and processes.

P2 Evaluate the different types of business systems that are found in an organisation and assess how they contribute to sustainable organisational performance.</td><td>M1 Conduct an in-depth evaluation of the business environment and business systems related to sustainable organisational performance.</td></tr>
<tr><td colspan="2">LO2 Analyse the internal and external factors which have an impact on systems and processes</td></tr>
<tr><td>P3 Examine the internal and external factors that impact on business systems and processes.

P4 Analyse the constraints and the benefits of external and internal impacts upon systems and processes.</td><td>M2 Critically analyse the impact of the wider internal and external environment on business systems, supported by application of appropriate concepts and theories.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**34 Business Systems**
Academic Year	
Unit Tutor	
Assignment Title	**Business Systems Analysis**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual portfolio of evidence that includes application of analytical tools, an evaluation of business systems and recommendations and action plan. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO3 Apply a range of analytical tools and techniques to business systems. **LO4** Recommend improvements in organisational processes and systems.	

Assignment Brief and Guidance

Scenario and activity:

You are working as a business analyst responsible for outlining business problems, opportunities and solutions for [named organisation/an organisation of your choice – your own place of work if appropriate]. You are to produce a portfolio of work that applies techniques and tools for analysing and improving the organisation's business systems with critical analysis of at least three of their business systems (e.g. marketing, sales, accounting, inventory, customer service) performance and justified recommendations for improvements.

The portfolio of evidence should include:

1. Application of three different types of tools and techniques e.g. produce a process flowchart to streamline a specific business system, conduct CATWOE analysis to resolve an issue with a specific business system, conduct stakeholder analysis for a specific business system, to test and improve business system efficiency within your chosen business.
2. Critically analyse three business systems to make justified recommendations and actions for improving existing business systems to enhance organisational efficiency and quality in your chosen business.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Apply a range of analytical tools and techniques to business systems</td><td rowspan="5">LO3 and LO4

D2 Develop an evidence-based critical analysis of a business system strategy, presenting recommendations to improve systems efficiency within an organisation.</td></tr>
<tr><td>P5 Apply a range of techniques to test and improve business systems efficiency within an organisation.</td><td>M3 Assess the effectiveness of applying a range of techniques to test and improve business systems efficiency.</td></tr>
<tr><td colspan="2">LO4 Recommend improvements in organisational processes and systems</td></tr>
<tr><td>P6 Make justified recommendations for improving existing business systems to enhance organisational efficiency and quality in an organisational context.</td><td>M4 Present an evidence-based evaluation of an organisation's existing data infrastructure, making actionable and tangible recommendations for improvements.</td></tr>
</table>

Unit 35: Developing Individuals, Teams and Organisations

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**35 Developing Individuals, Teams and Organisations**
Academic Year	
Unit Tutor	
Assignment Title	**Personal and Professional Development**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a portfolio of evidence including a skills audit and professional development plan. All work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you may not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Analyse the knowledge, skills and behaviours expected of staff members by HR professionals **LO2** Analyse the factors to be considered when implementing and evaluating inclusive learning and development to drive sustainable business performance.	

Assignment Brief and Guidance

Scenario and activity:

As part of your lifelong learning journey and continuous professional development

You need to create a development portfolio which shows your 'own' learning progress and acquisition of key skills. The portfolio should include evidence for the planning and monitoring of progress towards the achievement of personal and professional objectives.

Students are to produce a portfolio containing the following documents:

- An analysis of skills and attributes required by HR professionals, based on a range of different roles within an organisation.
- A personal SWOT analysis of your professional skills and attributes.
- A detailed professional development plan based on the SWOT analysis for one of the job roles that sets out achievable learning goals and training that would be required.
- An analysis of continuing professional development (CPD) and the requirements for individual and organizational learning, training and professional development.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse employee knowledge, skills and behaviours required by HR professionals		
P1 Determine appropriate and professional knowledge, skills and behaviours that are required by HR professionals. **P2** Analyse a completed personal skills audit to identify appropriate knowledge, skills and behaviours and develop a professional development plan for a given job role.	**M1** Provide a detailed professional skills audit and professional development plan that demonstrates evidence of personal reflection and evaluation.	**LO1 and LO2** **D1** Produce a detailed and coherent professional development plan that appropriately sets out learning goals and training in relation to the learning cycle to achieve sustainable business performance objectives.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**35 Developing Individuals, Teams and Organisations**
Academic Year	
Unit Tutor	
Assignment Title	**Developing Individuals, Teams and Organisations**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual written report. This should be written in a concise, formal business style using 1.5 spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500–3,000 words, although you may not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO3 Apply knowledge and understanding to the ways in which high-performance working contributes to employee engagement and competitive advantage. **LO4** Evaluate ways in which performance management, collaborative working and effective communication can support high-performance culture and commitment

Assignment Brief and Guidance

Scenario and activity:

You have been recruited as an external learning and development business coach by a large global organization [named organisation/an organisation of your choice – your own place of work if appropriate] .The director of human resources of this organisation requires you to produce an individual report which investigates the what extent the organisation effectively utilises learning and development to support individuals and teams to help it to operate high-performance working (HPW) in a high-performance culture.

You are required to demonstrate the use of critical thinking to support a conclusion that justifies your arguments. The report should cover the following:

1. An introduction to the organisation.
2. An evaluation of what HPW is and how HPW contributes to employee engagement and motivation, providing specific examples as evidence.
3. Critically evaluate the different approaches to HPW and their effectiveness for supporting high-performance culture and commitment.
4. Provide valid conclusions from the investigation to substantiate how HPW leads to improved employee engagement, commitment and competitive advantage.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO2 Analyse the factors to be considered when implementing and evaluating inclusive learning and development to drive sustainable business performance</td><td rowspan="2">LO1 and LO2

D1 Produce a detailed and coherent professional development plan that appropriately sets out learning goals and training in relation to the learning cycle to achieve sustainable business performance objectives.</td></tr>
<tr><td>P3 Analyse the differences between organisational and individual learning, training and development.

P4 Analyse the need for continuous learning and professional development to drive sustainable business performance</td><td>M2 Apply learning cycle theories to critically analyse the importance of implementing continuous professional development.</td></tr>
<tr><td colspan="2">LO3 Apply knowledge and understanding to the ways in which high-performance working (HPW) contributes to employee engagement and competitive advantage</td><td rowspan="4">LO3 and LO4

D2 Provide valid synthesis of knowledge and information resulting in appropriate judgements on how HPW and mechanisms used to support HPW lead to improved employee engagement, commitment and competitive advantage.</td></tr>
<tr><td>P5 Demonstrate understanding of how HPW contributes to employee engagement and competitive advantage within a specific organisational situation.</td><td>M3 Analyse the benefits of applying HPW with justifications to a specific organisational situation.</td></tr>
<tr><td colspan="2">LO4 Evaluate ways in which performance management, collaborative working and effective communication can support high-performance culture and commitment</td></tr>
<tr><td>P6 Evaluate different approaches to performance management (e.g. collaborative working), and demonstrate with specific examples how they can support high-performance culture and commitment.</td><td>M4 Critically evaluate the different approaches and make judgements on how effective they can be to support high-performance culture and commitment.</td></tr>
</table>

Unit 36: Human Resources – Value and Contribution to Organisational Success

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**36 HR: Value and Contribution to Organisational Success**
Academic Year	
Unit Tutor	
Assignment Title	**HR & Contribution to Organisational Success**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual written report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500–2,000 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Evaluate the importance of organisational design to the delivery of sustainable performance. **LO2** Analyse the requirement to develop motivated, knowledgeable and experienced individuals and teams. **LO3** Apply contemporary knowledge and research to support emerging HR developments.	

Assignment Brief and Guidance

Scenario and activity:

You are working as a junior talent manager in a well-known large organisation, [insert here either a named organisation/an organisation of your choice or your own place of work if appropriate]. As part of your responsibilities you sit on an internal task force that has been set up by a newly appointed director of talent to review the ways in which the Human Resources /Talent Management department contributes to organisational design and, in turn, the value and success of the organisation.

You have been asked to take a lead role in the task force and produce a report for your director that specifically addresses the related issues of organisational design, the delivery of sustainable performance, approaches to creating a skilled and dedicated workforce and the role contemporary knowledge and research has to play in supporting emerging HR developments.

The report should cover the following:

1. Introduction to the organisation, organisational structure and an evaluation of how this relates to the sustainable performance of the organisation.
2. A critical analysis of two different approaches/techniques used to attract, maintain, motivate and develop a dedicated workforce.
3. Analysis of emerging HR developments, with examples, and how the organisation may adapt and flex its HR practices in a fast changing external and internal workplace environment.
4. Draw conclusions and make justified recommendations on ways to improve the delivery of sustainable performance within the organisation.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Evaluate the importance of organisational design to the delivery of sustainable performance</td><td rowspan="4">LO1 and LO2
D1 Make appropriate recommendations supported by justification based on a synthesis of knowledge and information to show how to improve the delivery of sustainable performance.</td></tr>
<tr><td>P1 Evaluate the importance of organisational design theory in the context of organisational structure and fulfilling organisational strategy, using specific organisational examples.</td><td>M1 Apply appropriate theories and concepts to critically evaluate the importance of organisational design, using specific organisational examples.</td></tr>
<tr><td colspan="2">LO2 Analyse the requirement to develop motivated, knowledgeable and experienced individuals and teams</td></tr>
<tr><td>P2 Analyse the different approaches and techniques used for attracting, maintaining, developing and rewarding human resources to create a skilled and dedicated workforce.</td><td>M2 Use specific examples to critically analyse different approaches and techniques to motivation, human capital and knowledge management.</td></tr>
<tr><td colspan="2">LO3 Apply contemporary knowledge and research to support emerging HR developments</td><td rowspan="2">D2 Make valid judgements and conclusions supported by a synthesis of knowledge and research information.</td></tr>
<tr><td>P3 Conduct research and use contemporary knowledge to support evidence for emerging HR developments.</td><td>M3 Evaluate how emerging HR developments will affect the role of the HR function in the future.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**36 HR: Value and Contribution to Organisational Success**
Academic Year	
Unit Tutor	
Assignment Title	**Managing Change**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10 minute student led seminar with 5 minutes allocated for questions. Students will work in pairs and will submit accompanying briefing notes including evidence of research which must be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000-1,500 .	
Unit Learning Outcomes	
LO4 Evaluate the relationship between organisational design and change management.	

Assignment Brief and Guidance

Scenario and activity:

Leading on from Assignment 1, and in your position as a junior talent manager for [insert the organisation] you have been asked to lead a seminar on the link between organizational change and change management. The seminar will feature as part of an induction programme for new members of your Department and will run twice a year.

You are required, working in pairs, to deliver the seminar and submit accompanying briefing notes.

You will need to cover the following:

1. A background to change management with reference to related theories and models.
2. The role of HR in managing change and organisational design.
3. An evaluation of the different types of changes that can impact organisational design including transformational and psychological change.
4. A critical evaluation of the often complex relationship between organisational design and change management with reference to illustrative examples.
5. Recommendations on how the organisation can take changes forward and implement them effectively.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Evaluate the relationship between organisational design and change management		
P4 Evaluate how organisational design has to respond and adapt to change management and the relationship that exists between the two using a specific organisational situation.	**M4** Evaluate different types of changes that can affect organisational design, including transformational and psychological change.	**D3** Critically evaluate the complex relationship between organisational design and change management.

Unit 37: Consumer Behaviour and Insight

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**37 Consumer Behaviour and Insight**
Academic Year	
Unit Tutor	
Assignment Title	**Consumer Behaviour and Insight**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual case study including a road map/story board. This should be written in a concise, business style relevant to the target market using single spacing and font size 12. You are required to make use of headings, paragraphs, illustrations, images and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Demonstrate the ability to map a path to purchase in a given category, including the decision-making process **LO2** Evaluate appropriate forms of research to understand influences on the decision-making process (B2C and B2B) **LO3** Evaluate how marketers influence the different stages of the decision-making process (B2C and B2B)

Assignment Brief and Guidance

Scenario and activity:

You work as a junior account executive for a leading consumer market research company [named organisation/an organisation of your choice – your own place of work if appropriate] and have been tasked by your line manager to produce a case study including a road map/story board that considers in detail what drives and what makes up a consumers decision to purchase. The case study will be used to support the organisations new business development activity.

The case study should include the following:

1. Explanation and analysis of the stages of the consumer journey using a visual road map/story board for a chosen B2C product/service clearly showing and illustrating the path to purchase.
2. Identification (with a full justification) of the factors that influence the different stages of the process and how this compares and contrasts with B2B products/services.
3. Critical evaluation of the different forms of market research that would be used at each stage of the map to purchase, drawing comparisons with a B2B product/service.
4. Evaluate how elements of the marketing mix also influence the decision-making process, supported by further examples and case study illustrations. For example, the influence of culture and sub culture on consumer behaviour and/or the role of opinion leaders.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate the ability to map a path to purchase in a given category, including the decision-making process</td><td rowspan="6">LO1, LO22 and LO3

D1 Critically evaluate the application of appropriate theories, concepts and models that influence and impact upon the decision-making process, supported by specific examples and contexts.</td></tr>
<tr><td>P1 Explain and analyse the stages of the consumer decision-making journey for a given product/service.

P2 Explain why it is important for marketers to map a path to purchase and understand consumer decision-making.</td><td>M1 Evaluate how marketers are responding to the decision-making process, applying relevant concepts and models.</td></tr>
<tr><td colspan="2">LO2 Evaluate appropriate forms of research to understand influences on the decision-making process (B2C and B2B)</td></tr>
<tr><td>P3 Compare and contrast the key differences of the decision-making process in the context of B2C and B2B, providing specific examples.

P4 Evaluate the different approaches to market research and methods of research used for understanding the decision-making process in both B2C and B2B contexts.</td><td>M2 Provide a coherent and justified evaluation of how different factors influence decision-making and buying behaviour, supported by specific examples.</td></tr>
<tr><td colspan="2">LO3 Evaluate how marketers influence the different stages of the decision-making process (B2C and B2B)</td></tr>
<tr><td>P5 Evaluate how marketers can influence the different stages of the decision-making process of B2C and B2B, giving specific examples.</td><td>M3 Critically evaluate how marketers influence each stage of the decision-making process with reference to relevant methods and models applied.</td></tr>
</table>

Unit 38: Customer Value Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**38 Customer Value Management**
Academic Year	
Unit Tutor	
Assignment Title	**Customer Lifetime Value and segmentation models**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a briefing paper. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs, tables and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Demonstrate an understanding of the concept of customer lifetime value, how to calculate it and the different factors that influence it. **LO2** Evaluate the different segments in a customer base and the appropriate opportunities for customer value creation.

Assignment Brief and Guidance

Scenario and activity:

You have recently joined a large organization as a junior customer acquisition manager [named organisation/an organisation of your choice – your own place of work if appropriate]. Your line manager is involving you in a project aimed at building a greater awareness, amongst senior management in particular, of the importance of managing the lifetime value of customers. As part of this you have been asked to produce a briefing paper that:

1. Defines, explains and numerically illustrates the concepts of customer lifetime value.
2. Explains and analyses the various components that enable an organisation to determine and calculate a customer's lifetime value.
3. Critically evaluates the benefits to the organisation of taking a customer lifetime value approach and explores the factors that influence the customer lifetime value approach.
4. Critically evaluates B2B and B2C segmentation models and how these link to the customer lifetime value concept in an organisation context.
5. Draws appropriate conclusions and recommendations.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**38 Customer Value Management**
Academic Year	
Unit Tutor	
Assignment Title	**Customer Lifetime Value techniques**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of a 10-minute seminar (with 5 minutes allocated for questions). This will be carried out in pairs. Seminar notes must be submitted which include evidence of your research using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500–2,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO3 Analyse appropriate techniques and methods in order to increase customer lifetime value.

Assignment Brief and Guidance

Scenario and activity:

As junior customer acquisition manager and having submitted your briefing paper (Assignment 1) you are now required to prepare and deliver a 10-minute seminar (allowing 5 minutes for questions) on techniques and methods used to increase customer lifetime value. This will be presented initially to your work colleagues as part of ongoing team Continual Professional Development (CPD) activity. You will carry out this task with a colleague.

Your seminar must analyse and evaluate the different techniques and methods your organisation can apply to develop customer relationships and increase lifetime value. You are expected to provide an appropriate handout with your presentation together with briefing notes.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate an understanding of the concept of customer lifetime value, how to calculate it and the different factors that influence it</td><td rowspan="8">LO1, LO2 and LO3

D1 Provide evidence of critical evaluation and synthesis of the key concepts of customer lifetime value management in an organisational context.</td></tr>
<tr><td>P1 Explain and analyse the various components that enable an organisation to determine and calculate a customer's lifetime value.

P2 Explain and justify the benefits of customer lifetime value to an organisation.

P3 Evaluate the factors that influence the customer lifetime value.</td><td>M1 Apply the concept of customer lifetime value and the use of collating customer data within a specific organisational B2C or B2B context.</td></tr>
<tr><td colspan="2">LO2 Evaluate the different segments in a customer base and the appropriate opportunities for customer value creation</td></tr>
<tr><td>P4 Determine and explain the types of market segmentation strategies that can be applied to a customer base.

P5 Evaluate B2C and B2B decision-making models and demonstrate how opportunities for customer value creation can be applied.</td><td>M2 Critically evaluate various segmentation models in a B2C or B2B context to generate key insights and marketing intelligence for customer value creation.</td></tr>
<tr><td colspan="2">LO3 Analyse appropriate techniques and methods in order to increase customer lifetime value</td></tr>
<tr><td>P6 Analyse the different techniques and methods organisations can apply to increase customer relationships and customer loyalty.</td><td>M3 Evaluate the appropriateness of techniques and methods applied at different stages of the consumer decision-making process and CLV.</td></tr>
</table>

Unit 39: Sales Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**39 Sales Management**
Academic Year	
Unit Tutor	
Assignment Title	**Sales Training**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a 15-20 minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000 to 2,500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Demonstrate an understanding of the principles of sales management **LO2** Evaluate the relative merits of how sales structures are organised, and recognise the importance of 'selling through others' **LO3** Analyse and apply principles of successful selling

Assignment Brief and Guidance

Scenario and activity:

You are working as a sales development representative for a large global organisation and once a year there is a global sales meeting with all the sales representatives from around the world. It is a 3-day event that consists of numerous meetings, presentations and symposiums. This year the worldwide sales director has asked you and your team to give one of the sales presentations on the second day of the meeting.

This will take the form of a 15- 20 minute presentation to the whole sales team. The presentation slides should cover the following areas:

1. An introduction to the organisation including their sales figures.
2. Discussion of the key principles of sales management, focusing on planning, selling and
3. Reporting and analysis of how these principles and techniques contribute to building and managing customer relationships.
4. Critical evaluation of sales structures and customer relationships.
5. Using examples from your own organisation, as well as other organisations, to assess the benefits of sales structures and how they are organized and the value of 'selling through others'.
6. Conclusions that provides critical reflection and judgements relating to sales management, structure and selling techniques.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate an understanding of the principles of sales management</td><td rowspan="5">LO1, LO2 & LO3
D1 Produce a coherent, fully justified critical evaluation based upon a comprehensive understanding of sales management, structure and selling techniques within an organisational context.</td></tr>
<tr><td>P1 Examine the key principles of sales management in relation to the importance of sales planning, methods of selling and sale reporting.</td><td>M1 Evaluate how principles of sales management will be different in response to consumer and business buying behaviour.</td></tr>
<tr><td colspan="2">LO2 Evaluate the relative merits of how sales structures are organised, and recognise the importance of ‘selling through others’</td></tr>
<tr><td>P2 Evaluate the benefits of sales structures and how they are organised using specific organisational examples.

P3 Explain the importance and the advantages of the concept of ‘selling through’ others.</td><td>M2 Critically evaluate the implementation of different types of sales structures using specific organisational examples (e.g. geographic, marketing, product sales).</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**39 Sales Management**
Academic Year	
Unit Tutor	
Assignment Title	**Sales Structure and Finance Strategy**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a leaflet (leaflet templates can be found on Microsoft Word). You are required to make use of headings, paragraphs, subsections and illustrations as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO4 Demonstrate an understanding of the finance of selling	

Assignment Brief and Guidance

Scenario and activity:

In your role as sales development representative you have also been asked to prepare a leaflet to provide guidance for the sales team worldwide on client accounts and portfolio management. This will support the presentation being delivered and to be provided as handouts at the sales conference.

The guidance in the leaflet should include:

- The value of sales strategies for supporting profitability
- A visual representation of the sales cycle and expanded details that critically reflects on sales approaches to improve financial viability.
- The application of portfolio management and evaluation of how this leads to a competitive edge.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Analyse and apply principles of successful selling		
P4 Analyse the key principles and techniques for successful selling and how they contribute to building and managing customer relationships in application to specific organisational examples.	**M3** Critically analyse the application of successful selling principles and techniques in application to specific organisational examples.	**LO1, LO2 & LO3** **D1** Produce a coherent, fully justified critical evaluation based upon a comprehensive understanding of sales management, structure and selling techniques within an organisational context.
LO4 Demonstrate an understanding of the finance of selling		
P5 Explain the importance of developing sales strategies that yield highest profitability and incorporating account management within sales structures.	**M4** Evaluate how core finance principles and successful portfolio management can lead to increased profitability and a competitive edge.	**D2** Critically evaluate and make recommendations on how sales structures and approaches can improve financial viability.

Unit 40: International Marketing

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**40 International Marketing**
Academic Year	
Unit Tutor	
Assignment Title	**Scoping the International Market Place**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of briefing paper. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Provide a bibliography using the Harvard referencing system. The recommended word limit is 2000 – 2500 words, you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Demonstrate an understanding of how marketing contributes to business strategies in an international context **LO2** Evaluate entry to a selection of international markets and define the key success factors	

Assignment Brief and Guidance

Scenario and activity:

You are working as an international expansion associate working for [named organisation/an organisation of your choice – your own place of work if appropriate] in their International Expansion Team playing a critical role in growing product and service offerings in new European markets.

You have a cross functional role working closely with different areas of the business to identify business needs and adapt strategic approaches. Currently, you are working with the marketing department. You have been asked to prepare a brief document for the marketing team to familiarize them with the international marketing.

You will need to produce a report which includes the following:

1. Explain the rationale for an organisation to want to market internationally.
2. Critically evaluate the challenges and opportunities of international marketing and highlight the main differences to local marketing.
3. Introduce the key concepts of international marketing and describe the various routes to market an organisation can adopt and which route the company should adopt and why?
4. There are many international markets that an organisation can enter, so critically evaluate the key criteria and selection process that the company should use when considering which international market to enter.
5. Explain what a market entry strategy is, using examples of the different strategies that are available to an organisation, and include the advantages and disadvantages of each.
6. Conclusions and recommendations on how and why the company should enter the international market.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate an understanding of how marketing contributes to business strategies in an international context</td><td rowspan="5">LO1 and LO2

D1 Produce a critical evaluation of the international market context, including insight into how organisations should adapt their marketing strategies for various markets.</td></tr>
<tr><td>P1 Analyse the scope and key concepts of international marketing.

P2 Discuss the rationale for an organisation to want to market internationally and describe the various routes to market they can adopt.</td><td>M1 Evaluate the opportunities and challenges that marketing internationally presents to an organisation.</td></tr>
<tr><td colspan="2">LO2 Evaluate entry to a selection of international markets and define the key success factors</td></tr>
<tr><td>P3 Evaluate the key criteria and selection process to use when considering which international market to enter.

P4 Explain, using examples, the different market entry strategies, including the advantages and disadvantages of each.</td><td>M2 Apply the market evaluation criteria, entry strategies and make recommendations for a selected organisation.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**40 International Marketing**
Academic Year	
Unit Tutor	
Assignment Title	**Rolling out the Marketing Plan**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a 30 minute group debate and 5 minutes allocated for questions. The debate/discussion must be recorded and submitted with one copy of the written up recommends and supplementary notes. You are required to make effective use of PowerPoint headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500 to 2,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO3 Investigate how elements of the marketing plan can be adapted or standardised across international markets. **LO4** Demonstrate an understanding of how to organise and evaluate international marketing efforts (multinational, global, transnational, meta-national, etc.).

Assignment Brief and Guidance

Scenario and activity:

Once the briefing has taken place with the marketing team you are to work with the team to discuss an international marketing plan that can be adapted or standardised across international markets to organise and evaluate marketing efforts. Working in a small group (4 – 6) you will have a formal meeting to debate and discuss the following:

1. Present an overview of the key arguments in the global v local debate. (Split for and against between team members)
2. Discuss how the elements of the marketing mix, product, pricing, promotional and distribution approaches will differ when using a variety of international markets? (Each team member to present different approach for a selected country).
3. Evaluate which various international marketing approaches the company can adopt. Use examples to support your arguments from other organisations to further enhance your answer. (team discussion).
4. Compare home and international orientation and ways to assess competitors, outlying the implications of each approach.
5. Agree as a group in conclusions to make recommendations on how the organization should proceed in an international context.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Investigate how elements of the marketing plan can be adapted or standardised across international markets		
P5 Present an overview of the key arguments in the global vs local debate. **P6** Investigate how the product, pricing, promotional and distribution approach differs in a variety of international contexts.	**M3** Evaluate the context and circumstances in which an organisation should adopt a global or local approach, highlighting the implications of doing so. **M4** Determine and articulate in detail how to adapt the marketing mix of a selected organisation in different international markets.	**D2** Produce a critical evaluation of how the marketing mix is applied to a range of international contexts.
LO4 Demonstrate an understanding of how to organise and evaluate international marketing efforts (multinational, global, transnational, meta-national, etc.)		
P7 Explain and analyse the various international marketing approaches organisations can adopt. **P8** Compare home and international orientation and ways to assess competitors outlining the implications of each approach.	**M5** Evaluate various marketing approaches and competitor analysis in relation to an organisation and make recommendations on how they should operate in an international context.	**D3** Make recommendations on how organisations should be structured to maximise the opportunity in an international context.

Unit 41: Brand Management

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**41 Brand Management**
Academic Year	
Unit Tutor	
Assignment Title	**Managing a Successful Brand**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a recorded interactive workshop. This will be delivered in pairs and will involve the completion and submission of a portfolio of evidence used for the delivery of the workshop. Each workshop is 20 minutes plus 5 minutes for questions. Portfolio evidence includes a presentation and activities which should be supported with research and referenced using the Harvard referencing system. Your presentation is required to make use of illustrations, headings, paragraphs, tables and columns as appropriate. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Demonstrate an understanding of how a brand is built and managed over time. **LO2** Analyse how brands are organised in portfolios, and how brand hierarchies are built and managed.	

Assignment Brief and Guidance

Scenario and activity:

You are working as a brand marketing associate manager in the creative team for [named brand organisation/an organisation of your choice – your own place of work if appropriate]. As you are responsible for delivering compelling and relevant brands, you are required to deliver an engaging workshop for the regional and local marketing teams.

Using your global organisation as well examples from various organisations, deliver a workshop with one of your colleagues. Your workshop will include a presentation and activities that will focus on the following:

- A brief overview of brands and how they are developed, using examples from a variety of organisations to enhance your answer.
- An explanation of the importance of branding as a marketing tool, and why and how it has emerged in business practice.
- Analyse the brand equity of the case study using Aaker's Brand Equity model or Keller's Customer-Based Brand Equity (CBBE) model.
- Examine in detail the key components of a successful brand strategy for building and managing brand equity. Critically analyse the brand strategies available to grow the brand and recommend the most appropriate for the case study.
- Define and explain the terms portfolio management, brand hierarchy and brand equity management and analyse in detail the different strategies for each.
- Draw insightful conclusions on the importance of branding and how brands are built over time.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Demonstrate an understanding of how a brand is built and managed over time</td><td rowspan="5">LO1, LO2, LO3 and LO4

D1 Provide a critical evaluation that is supported by justified evidence demonstrating a comprehensive understanding of branding within an organisational context.</td></tr>
<tr><td>P1 Explain the importance of branding as a marketing tool and why and how it has emerged in business practice.

P2 Analyse the key components of a successful brand strategy for building and managing brand equity.</td><td>M1 Evaluate how brands are managed successfully over time using application of appropriate theories, models and concepts.

M2 Apply appropriate and validated examples within an organisational context.</td></tr>
<tr><td colspan="2">LO2 Analyse how brands are organised in portfolios; how brand hierarchies are built and managed</td></tr>
<tr><td>P3 Analyse different strategies of portfolio management, brand hierarchy and brand equity management.</td><td>M3 Critically analyse portfolio management, brand hierarchies and brand equity using appropriate theories, models and frameworks.</td></tr>
</table>

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**41 Brand Management**
Academic Year	
Unit Tutor	
Assignment Title	**Measuring Business Excellence**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a 10-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate and your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,500–2,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO3 Evaluate how brands are leveraged/extended over time, both domestically and internationally. **LO4** Evaluate techniques for measuring and managing brand value over time.	

Assignment Brief and Guidance

Scenario and activity:

You are working as a brand marketing associate manager in the creative team for [named brand organisation/an organisation of your choice – your own place of work if appropriate]. You have been asked to give a talk on brand management to students in their final year of their MA in Marketing. Your presentation will need to include examples from various organisations as well as the following:

- Definition and explanation of brand management.
- Evaluate how brands are managed collaboratively and in partnership, both at a domestic and international level.
- Identify how a brand's performance can be evaluated.
- Critically evaluate the different techniques for measuring and managing brand value, including the advantages and disadvantages. Use specific organisational examples throughout.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO3 Evaluate how brands are leveraged/extended over time domestically and internationally</td><td rowspan="4">LO1, LO2, LO3 and LO4

D1 Provide a critical evaluation that is supported by justified evidence demonstrating a comprehensive understanding of branding within an organisational context.</td></tr>
<tr><td>P4 Evaluate how brands are managed collaboratively and in partnership both at a domestic and global level.</td><td>M4 Critically evaluate the use of different techniques used to leverage and extend brands.</td></tr>
<tr><td colspan="2">LO4 Evaluate techniques for measuring and managing brand value over time</td></tr>
<tr><td>P5 Evaluate different types of techniques for measuring and managing brand value using specific organisational examples.</td><td>M5 Critically evaluate application of techniques for measuring and managing brand value in relation to developing a strong and enduring brand.</td></tr>
</table>

Unit 42: Planning for Growth

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**42 Planning for Growth**
Academic Year	
Unit Tutor	
Assignment Title	**Investing in the Future**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of a 10-minute individual pitch presentation based on a designed business plan with 5 minutes allocated for questions. The presentation can be delivered using any types of visual aids e.g. PowerPoint, poster, flipchart, handouts etc. The presentation aids and speaker notes should be submitted as one copy. You are required to make effective use of headings, paragraphs and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,500–3,000 words, including speaker notes, although you will not be penalised for exceeding the total word limit. The submission is also in the form of a business plan and action plan for growing the business. Standard business plan templates can be used, but students can also devise their own.

Unit Learning Outcomes
LO1 Analyse the key considerations SMEs should consider when evaluating growth opportunities **LO2** Assess the various methods through which organisations access funding and when to use different types of funding **LO3** Develop a business plan (including financials) and communicate how you intend scaling up a business
Assignment Brief and Guidance
Scenario and activity: You are working as business consultant for a consultancy company. You received a client brief [named organisation/an organisation of your choice – your own place of work if appropriate] to assess the potential of business growth and prepare a business case. You will be working with a small team of colleagues (3-4) to prepare a business case that will be presented as a business pitch to your client. *You are to work in a small group on a simulated business or social enterprise of your choice [named organisation/an organisation of your choice – your own place of work if appropriate].This need not be complex and could be a small business, such as a local service (e.g. a new coffee shop or an online product sales business). You should choose something that interests you personally or where you may have some existing knowledge or access to resources and skills through personal networks. In your groups you will prepare a business pitch for the growth of your simulated small business or social enterprise and produce an accompanying business plan with actions to support the presentation pitch. This will include: • An explanation of the basis of competitive advantage for the business. • A critical assessment of the opportunities available to the business. • A critical assessment of the options for growth, applying Ansoff's growth vector matrix with an assessment of the risk of each option. • A critical evaluation of the options for financing growth and sources of funding. • Justified recommendations for the business.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the key considerations SMEs should consider when evaluating growth opportunities		
P1 Analyse key considerations for evaluating growth opportunities and justify these considerations within an organisational context. **P2** Evaluate the opportunities for growth applying Ansoff's growth vector matrix.	**M1** Discuss the options for growth using a range of analytical frameworks to demonstrate the understanding of competitive advantage within an organisational context.	**D1** Critically evaluate specific options and pathways for growth, taking into account the risks of each option and how they can be mitigated.
LO2 Assess the various methods through which organisations access funding and when to use different types of funding		
P3 Assess the potential sources of funding available to businesses and discuss benefits and drawbacks of each source.	**M2** Evaluate potential sources of funding and justification for the adoption of an appropriate source of funding for a given organisational context.	**D2** Critically evaluate potential sources of funding with justified argument for the adoption of a particular source or combination of sources, based on organisational needs.
LO3 Develop a business plan (including financials) and communicate how you intend scaling up a business		
P4 Design a business plan for growth that includes financial information and strategic objectives for scaling up a business.	**M3** Develop an appropriate and detailed business plan for growth and securing investment, setting out strategic objectives, strategies and appropriate frameworks for achieving objectives.	**D3** Present a coherent and in-depth business plan that demonstrates knowledge and understanding of how to formulate, apply and achieve business objectives successfully.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**42 Planning for Growth**
Academic Year	
Unit Tutor	
Assignment Title	**Developing an Exit Plan**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a short 10-15 minute recorded podcast. This is paiR work and should be recorded using an appropriate device, in a concise, informative, structured and informational style fitting the target audience. This must be supported with research and referenced using the Harvard referencing system (documented in an accompanying written memo).	
Unit Learning Outcomes	
LO4 Assess the various ways a small business owner can exit the business and the implications of each option	

Assignment Brief and Guidance
Scenario and activity: Following on from Assignment 1 and the business pitch, as the client is not available for a F2F meeting they have asked you to record a podcast which they can share with their colleagues. The focus will be an appraisal of the exit or succession options for the business or social enterprise, critically evaluating different options to assess benefits and drawbacks and provide justified recommendations.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO4 Assess the various ways a small business owner can exit the business and the implications of each option		
P5 Assess exit or succession options for a small business explaining the benefits and drawbacks of each option.	**M4** Evaluate exit or succession options for a small business comparing and contrasting the options and making valid recommendations.	**D4** Provide critical evaluation of the exit or succession options for a small business and decide an appropriate course of action with justified recommendations to support implementation.

Unit 43: Tapping into New and International Markets

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**43 Tapping into New and International Markets**
Academic Year	
Unit Tutor	
Assignment Title	**Trading Overseas**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a developed home webpage to be presented in pairs to your colleagues as a10-minute presentation. A link to your home webpage should be provided and the submission should be in the form a screenshot with additional speaker notes for the presentation and a bibliography using the Harvard referencing system. The webpage will then be presented.	
Unit Learning Outcomes	
LO1 Analyse the opportunities and threats for firms exposed to an increasingly globalised environment. **LO2** Illustrate the advantages of trading blocs for firms.	

Assignment Brief and Guidance

Scenario and activity:

You are working for HSBC as a business advisor on international trade. You have been asked to prepare a webpage with one of your colleagues on a chosen country from a given region (Europe, North America, Southeast Asia etc) to analyse the global environment in which SMEs operate. It will examine the challenges and opportunities for global growth within the specific region and explore the advantages of trading blocs and trade agreements that relate specifically to the given region. The webpage will then be presented to your colleagues in a 10-minute presentation.

The webpage should cover the following:

1. Introduction to the chosen country and region.
2. A critical analysis of the global business environment and the influence of key global drivers specifically in relation to the chosen country.
3. Discuss the rationale for SMEs to expand their business internationally.
4. Critically analyse the opportunities and challenges for global growth.
5. Evaluate a range of trading blocs and agreements and examine the advantages of specific trading agreements that would have a direct significance for your region and country.
6. Critically evaluate how these stimulate and generate global growth.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the opportunities and threats for firms exposed to an increasingly globalised environment		**LO1 and LO2** **D1** Critically evaluate how SMEs are able to take advantage of international opportunities and overcome barriers.
P1 Explain the global business environment in which small and entrepreneurial businesses operate. **P2** Analyse the threats and opportunities that face SMEs in an increasingly competitive global environment.	**M1** Provide evidence-based analysis of the global business environment in which small and entrepreneurial businesses operate using specific examples. **M2** Critically analyse the implications of threats and opportunities that face SMEs in an increasingly competitive global environment.	
LO2 Illustrate the advantages of trading blocs for firms		
P3 Determine and analyse the advantages of international trading blocs and agreements. **P4** Explain the various tariff and non-tariff barriers that exist in the international trading environment.	**M3** Evaluate the advantages of international trading blocs and agreements and their implications for SMEs.	

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**43 Tapping into New and International Markets**
Academic Year	
Unit Tutor	
Assignment Title	**How to Start Up an Exporting Business**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a PDF brochure guide to small businesses. Templates for guides and brochures can be accessed on Microsoft File. You are required to make use of headings, paragraphs, subsections and illustrations as appropriate and all work must be supported with research and referenced using the Harvard referencing system Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO3 Determine the importing and exporting process and the practicalities involved. **LO4** Evaluate ways SMEs can tap into international markets.	

Assignment Brief and Guidance

Scenario and activity:

In your position as business advisor on international trade for HSBC you are now tasked with producing a PDF brochure guide on 'How to Start an Exporting Business'. The guide needs to provide information and steps on how a business can start up an exporting business and should include:

- Advantages and disadvantages of the different types of exporting processes for exporting merchandising and services.
- The documentation that is required e.g. letter of credit, packing list, commercial invoice, terms of payment, customs document.
- An evaluation of the different methods of tapping into new international markets, including its limitations and benefits.
- Justified recommendations on appropriate methods and countries to meet specific business requirements.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO3 Determine the importing and exporting process and the practicalities involved		
P5 Determine the advantages and disadvantages of importing and exporting and how to secure a deal. **P6** Explain the differences between merchandise and service imports and exports.	**M4** Apply the appropriate import and export process to an organisation and make recommendations on how they could be applied in an international context.	**D2** Produce valid and justified recommendations for use of different approaches in an international context.
LO4 Evaluate ways SMEs can tap into international markets		
P7 Evaluate the various methods in which SMEs can tap into international markets. **P8** Compare and contrast the various ways SMEs can tap into international markets, assessing the pros and cons of each method.	**M5** Evaluate different methods SMEs can use to tap into various markets with application to a small business or entrepreneurial venture, making valid recommendations.	**D3** Justify recommendations with supported critical consideration and evaluation of the implementation of different methods.

Unit 44: Pitching and Negotiation Skills

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**44 Pitching and Negotiation Skills**
Academic Year	
Unit Tutor	
Assignment Title	**Pitching and Negotiation Skills**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of a PDF guide for small businesses. Templates for guides and brochures can be accessed on Microsoft File. You are required to make use of headings, paragraphs, subsections and illustrations as appropriate and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2,000–2,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Evaluate the context of a negotiation and identify the information required to prepare for a negotiation **LO2** Manage documentation relevant to tenders and contracts	

Assignment Brief and Guidance

Scenario and activity:

You are working as a business start up advisor for your Enterprise First division of your local council, providing advice and mentoring to small businesses on how to manage the pitch process and tender for contracts.

You have been asked to create a guidance document as part of the 'Start and Grow' programme that has recently been launched. This programme will include a range of guides to support businesses with how to effectively prepare and manage the negotiation process. This is to be presented as a short booklet that includes the following type of information and advice:

- Evaluate negotiation in the business context?
- Examine key steps for negotiating and generating business deals, evaluating how to gain the best deals/contract and generate new business and win deals.
- Critically evaluate the context of negotiation and the importance of key individuals in a negotiation.
- Explain the process for tendering for contracts.
- Preparing for negotiation through a request for proposal (RFP) form.
- Critically evaluate the contractual process and agreements.
- Provide recommendations for completing a successful tender with minimal risk.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate the context of a negotiation and identify the information required to prepare for a negotiation		
P1 Determine what is a negotiation, why it occurs and who the key stakeholders are during a negotiation process. **P2** Evaluate the key steps and information required for negotiating and generating deals.	**M1** Present a concise rationale for the negotiation process, including detailed steps that organisations go through during a negotiation process and the information required in preparation.	**D1** Critically evaluate the steps of the negotiation process and present valid solutions for dealing with issues that can arise.
LO2 Manage documentation relevant to tenders and contracts		
P3 Explain the RFP process and the relevant types of documentation required. **P4** Explain the contractual process and how relevant documentation is managed and monitored.	**M2** Evaluate the RFP process within an organisational context, outlining the key documentation required and consequences of breaching the terms of an agreement.	**D2** Critically evaluate the competitive tendering and contract process and make recommendations for completing a successful tender with minimal risk.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**44 Pitching and Negotiation Skills**
Academic Year	
Unit Tutor	
Assignment Title	**Perfect Pitch**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission has a number of components:

- A completed request for proposal. The recommended word limit is 750–1,000 words, although you will not be penalised for exceeding the total word limit.
- A 2–3 minute pitch, devised and delivered in an appropriate format. This will be recorded for evidence and submission purposes.
- A 10-minute negotiation. This will be recorded for evidence and submission purposes.
- A short report that evaluates the stages of the pitch and negotiation process.

The recommended word limit is 2,000–2,500 words, although you may not be penalised for exceeding the total word limit. All work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system.

Unit Learning Outcomes

LO2 Manage documentation relevant to tenders and contracts

LO3 Develop a pitch to achieve a sustainable competitive edge

LO4 Assess the outcome of a pitch and negotiation.

Assignment Brief and Guidance

Scenario and activity:

You are working for a major bank which has its headquarters in the City of London (or local equivalent). Every four years they submit a request for proposal (RFP) to pitch for a company to run their coffee shop. To help with their image they prefer to contract a small independent company as opposed to a national chain.

You are a small business owner of Cuisine Coffee, a new start-up looking to expand, and see this as an ideal opportunity. Consider the following:

- You are to prepare a written initial response for the panel to consider and thereafter you are invited to pitch to the panel with the aim of securing the contract.
- You must prepare and deliver a creative and persuasive short 5 – minute pitch.

The pitch is successful. However, the bank would like to negotiate the terms of the contract with you. You knew that in order to win the pitch you priced as low as you could and therefore have no means of lowering the price. You next task is to:

- Enter into a negotiation with the bank (the panel) using a variety of techniques to get them to agree to sign the contract without you having to lower the price.
- You will also be required to evaluate the pitch and negotiation process by analysing it from the early stages to the contracting/drafting stage.
- Determine the potential risks and issues of the business proposal.

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Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO2 Manage documentation relevant to tenders and contracts		
P3 Explain the RFP process and the relevant types of documentation required. **P4** Explain the contractual process and how relevant documentation is managed and monitored.	**M2** Evaluate the RFP process within an organisational context, outlining the key documentation required and consequences of breaching the terms of an agreement.	**D2** Critically evaluate the competitive tendering and contract process and make recommendations for completing a successful tender with minimal risk.
LO3 Develop a pitch to achieve a sustainable competitive edge		
P5 Develop an appropriate pitch applying key principles that achieve a sustainable competitive edge.	**M3** Examine the pitch process in an organisational context, evaluating ways to maximise the chances of a successful pitch.	**D3** Develop a dynamic and creative pitch that is both concise and persuasive to achieve a sustainable competitive edge.
LO4 Assess the outcome of a pitch and negotiation		
P6 Assess the potential outcomes of a pitch. **P7** Determine how organisations fulfil their obligation from a pitch, identifying potential issues that can occur.	**M4** Recommend ways in which an organisation can fulfil their post-pitch obligations, highlighting any potential issues.	**D4** Critically evaluate the pitch and post pitch outcomes to determine potential issues and risk management.

Unit 45: E-Commerce & Strategy

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**45 E-Commerce & Strategy**
Academic Year	
Unit Tutor	
Assignment Title	**E-Commerce Strategy and Set-up**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission is in the form of three documents.

1. Part 1 – An article.
2. Part 2 – Written analysis based on organisational case study research.
3. Part 3 – Presentation with accompanying notes.

Part 1 – You are required to make use of headings, paragraphs, subsections and illustrations as appropriate, and all work must be supported with research and (where appropriate) referenced using the Harvard referencing system. The article recommended word limit should be 200 – 250 words. An article should grab attention, be interesting and easy to read.

Part 2 – This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 500 – 1000 words, although you will not be penalised for exceeding the total word limit.

Part 3 – The submission is in the form of a 10-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 500 – 1000 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes

LO1 Examine the strategies employed and the impact of E-Commerce on business organisations

Assignment Brief and Guidance

Scenario and activity:

Setting up an E-Commerce provision involves an investment of time, finances and resources to ensure that it meets both organisational needs and consumer expectations. Having an online presence can ensure that an organisation has more effective visibility and can extend provision to different target audiences and global markets. An E-Commerce provision can also increase productivity, contribute to increased efficiency, profitability and improved services.

You are working as an e-commerce advisor for SMEs and have been contracted by [named organisation/an organisation of your choice – your own place of work if appropriate] to provide advice and guidance documents to the senior management board. You are to produce the following portfolio of evidence:

Part 1:

Organisations need foremost to identify the focus of any E-Commerce site in terms of addressing the needs of their customers and meeting their expectations. Produce an article that discusses the importance of addressing and meeting customer expectations when considering an E-Commerce strategy.

Part 2:

Research three organisations that are utilising E-Commerce and provide a written analysis of how it has been used to improve an element of their business operations.

Part 3:

There are a number of benefits and drawbacks of utilising E-Commerce. Produce a presentation with accompanying notes to critically review the benefits and drawbacks of an organisation utilising E-Commerce.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the strategies employed and the impact of E-Commerce on business organisations		
P1 Discuss the importance of addressing and meeting customer expectations when employing an E-Commerce strategy.	**M1** Analyse organisation case studies and examine how E-Commerce has been used to improve an element of business operations.	**D1** Critically review the benefits and drawbacks of an organisation utilising E-Commerce.
LO2 Analyse the hardware, software, web-based and database technologies involved in setting up a secure E-Commerce site		
P2 Discuss the technologies involved in setting up a secure E-Commerce site.	**M2** Justify the importance of communications technology in E-Commerce design.	**D2** Evaluate the role that database technology plays in the development and sustainability of E-Commerce.
LO3 Design an E-Commerce strategy based on a given end user requirement or specification		
P3 Discuss the types of strategies that could be used to drive an E-Commerce solution. **P4** Design an E-Commerce solution based on a specified requirement or strategy.	**M3** Analyse the factors and resources that should be considered when designing an E-Commerce strategy. **M4** Differentiate between the types of payment systems that are integral to E-Commerce success.	**D3** Appraise the design and functionality of the E-Commerce solution.

Pass	Merit	Distinction
LO4 Implement an E-Commerce strategy based on a given end user requirement or specification		
P5 Implement an E-Commerce solution based on a specified requirement or strategy.	**M5** Produce a detailed SWOT analysis to support the implemented E-Commerce design.	**D4** Evaluate the success of the E-Commerce implementation and identify how it fulfils a specified requirement or strategy.

Unit 46: Social Media Practice

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**Unit 46: Social Media Practice**
Academic Year	
Unit Tutor	
Assignment Title	**Photomath**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format

The submission comprises two parts:

- A social media campaign proposal
- Presentation of social media campaign proposal.

The submission is in the form of a 15-minute individual PowerPoint presentation and 5 minutes allocated for questions. The presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. Your research should be referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 2000 – 2500 words, including speaker notes, although you will not be penalised for exceeding the total word limit.

Unit Learning Outcomes
LO1 Explain the key concepts and features of social media in different creative media practices **LO2** Discuss the uses of social media and their impact on market and audience **LO3** Develop a social media strategy for a creative media organisation, based on client need, market and user research **LO4** Present a social media plan for a creative media production organisation
Assignment Brief and Guidance

Scenario and activity:
 	
You are employed in an app development studio who are soon to launch their new product Photomath. This is an app designed to help students with equations and learning maths. With the app, students can photograph an equation and the app will break it down and answer it with a step-by-step outline. The development studio team have realised that, to reach the appropriate market, they need to reimagine their marketing approach.
 	
They strongly believe that there are excellent opportunities for social media marketing that could involve audience participation that would help the campaign become viral and extend its reach. They would like to see a good level of humour in order to break the myth that mathematics is a serious and impenetrable subject. They are also interested in ideas that would enable the audience to see how valuable the app is in day-to-day life. There is also a budget to include potential freebies and giveaways to users that contribute to the campaign, such as free app licences to give to friends.
 	
To decide on whether to progress further with the commission, the Photomath team would like you to present the following:
 	
• A social media proposal including:
  ○ Brand voice and values definition
  ○ Competitor analysis report – covering social media campaigns
  ○ Platform analysis
  ○ User group analysis
  ○ Channel specific short-term and/or long-term objectives
  ○ Customer engagement plan
  ○ Content calendar
  ○ Content management strategy
  ○ Samples of tested content
  ○ Analytics process and evaluation strategy.
• A final proposal presentation covering:
  ○ Outline of your social media strategy
  ○ Evaluation of strategy and overview of implementation.

Note: All information sources and resources, including websites used to complete this assignment, must be stated and correctly referenced. No credit will be given for wholesale copying from information sources and checks for plagiarism may be made on your submitted work.
*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Explain the key concepts and features of social media in different creative media practices</td><td rowspan="5">LO1 and LO2

D1 Critically analyse how social media is used by organisations to develop and promote business aims</td></tr>
<tr><td>P1 Explain the key concepts of social media for businesses

P2 Discuss the influence of business and cultural factors on the development of social media</td><td>M1 Evaluate the use of social media, in the relationship between businesses and consumers</td></tr>
<tr><td colspan="2">LO2 Discuss the uses of social media and their impact on market and audience</td></tr>
<tr><td>P3 Explore the use of social media platforms for different communication objectives

P4 Discuss the impact of different forms of social media on brand awareness and consumer engagement</td><td>M2 Critically evaluate different social media platforms to identify their areas of greatest influence</td></tr>
</table>

Pass	Merit	Distinction
LO3 Develop a social media strategy for a creative media organisation, based on client need, market and user research		**LO3 and LO4** **D2** Critically evaluate own social media strategy and plan, highlighting the way it will support the aims and objectives of a social media strategy
P5 Evaluate market and user research to define aims and objectives for a social media strategy, in response to a given brief **P6** Create a social media strategy to address client needs and meet customer expectations	**M3** Justify the selection of technology platforms and tools for use in a social media strategy	
LO4 Present a social media plan for a creative media production organisation		
P7 Develop a social media plan, including content creation, scheduling and monitoring **P8** Present a social media plan that communicates the way in which it meets customer and client needs	**M4** Critically analyse a social media strategy and define the metrics required for social media analytics	

Unit 47: Business Intelligence

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**47 Business Intelligence**
Academic Year	
Unit Tutor	
Assignment Title	**Business Process Support Mechanisms**
Issue Date	
Submission Date	
IV Name & Date	
Submission Format	
The submission is in the form of an individual written report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1,000–1,500 words, although you will not be penalised for exceeding the total word limit.	
Unit Learning Outcomes	
LO1 Discuss business processes and the mechanisms used to support business decision-making.	

Assignment Brief and Guidance

Scenario and activity:

Business processes are pivotal to the operation, functionality and accomplishment of organisational goals. As a collection or set of tasks/activities, **business process**es ensure that the end goal of delivering a service or product to a customer is accomplished successfully. You are working as a process support analyst for [named organisation/an organisation of your choice – your own place of work if appropriate] and are tasked with assessing the business process within the organisation.

Using specific examples, provide a written explanation of a business process and supporting process and the mechanisms used to support these processes, providing specific examples. Provide an evaluation of different mechanisms and application software used for this purpose. Discuss the benefits and drawbacks to make informed recommendations on how to improve business processes within the organisation.

Include within the report the presentation of date structured, semi-structured or unstructured. Produce a comprehensive table that provides differentiation between these three types.

*Please access HN Global for additional resources support and reading for this unit. For further guidance and support on report writing please refer to the Study Skills Unit on HN Global www.highernationals.com

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Discuss business processes and the mechanisms used to support business decision-making		
P1 Examine, using examples, the terms 'Business Process' and 'Supporting Processes'.	**M1** Differentiate between unstructured and semi-structured data within an organisation.	**D**1 Evaluate the benefits and drawbacks of using application software as a mechanism for business processing.
LO2 Compare the tools and technologies associated with business intelligence functionality		
P2 Compare the types of support available for business decision-making at varying levels within an organisation.	**M2** Justify, with specific examples, the key features of business intelligence functionality.	**D2** Compare and contrast a range of information systems and technologies that can be used to support organisations at operational, tactical and strategic levels.
LO3 Demonstrate the use of business intelligence tools and technologies		
P3 Determine, with examples, what business intelligence is and the tools and techniques associated with it. **P4** Design a business intelligence tool, application or interface that can perform a specific task to support problem-solving or decision-making at an advanced level.	**M3** Customise the design to ensure that it is user-friendly and has a functional interface.	**D3** Provide a critical review of the design in terms of how it meets a specific user or business requirement and identify what customisation has been integrated into the design.

Pass	Merit	Distinction
LO4 Discuss the impact of business intelligence tools and technologies for effective decision-making purposes and the legal/regulatory context in which they are used		
P5 Discuss how business intelligence tools can contribute to effective decision-making. **P6** Explore the legal issues involved in the secure exploitation of business intelligence tools.	**M4** Conduct research to identify specific examples of organisations that have used business intelligence tools to enhance or improve operations.	**D4** Evaluate how organisations could use business intelligence to extend their target audience and make them more competitive within the market, taking security legislation into consideration.

Unit 48: Law of Contract and Tort

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

Centres must develop assignments and assessment materials that meet the needs of their students and align with their curriculum planning. This Example Assessment Brief may be used as a starting point for the development of an assignment; however, Centres are expected to modify and revise the Example Assessment Brief to meet the specific needs of their students and curriculum. All assessment briefs must be Internally Verified.

Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**48 Law of Contract and Tort**
Academic Year	
Unit Tutor	
Assignment Title	
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
This submission is in the form of a 20-minute group presentation with supporting speaker notes. The slides and speaker notes must be submitted as one document. The presentation must include headings, bullets points and visuals where appropriate, and the supporting notes must be supported with additional research evidence. This must be referenced using the Harvard referencing system and must include a bibliography. The suggested word limit for this submission (including slides and speaker notes) is 2,500–3,000 words, although you will not be penalised for exceeding the total word limit. Each member of the group must submit a copy of the presentation and a reflective statement must also be included by each group member to identify the work undertaken and to evaluate the effectiveness of the group work for both parts of the assignment.

Unit Learning Outcomes

LO1 Examine the essential elements of a valid contract

LO2 Discuss how the contents and the terms of a contract are established

LO3 Illustrate the impact of contractual breakdown and suggest remedies available for breach

LO4 Evaluate the elements of the tort of negligence and remedies available.

Assignment Brief and Guidance

Scenario:

E–Up Ltd (EL) are in the business of producing electric cars and small vans. They appear to have overcome the problem of limited mileage before a battery charge is required by creating batteries which charge as the car is in motion. The EL Production Manager is responsible for ordering the components which are used in the construction of the cars and vans.

Last March, the manager sent an email to Itron Ltd (IL) enquiring about the price for a bulk order of plugs and cables. IL sent back an email with a price and their standard form contract. EL's manager agreed on the price quoted but attached EL's standard form contract in return. The parts were duly delivered and signed for by EL's Production Manager.

Some months later, customers of EL who had purchased cars began to complain that on long journeys they were running out of charge. EL contacted IL who drew their attention to a clause in the IL contract that states, 'IL accepts no responsibility for any defects in their products'. EL, in return, stated that it was their own contract which should prevail. However, IL pointed out that when EL's manager accepted the components, he signed not only for the goods but to agree a document which stated 'Received on IL's terms and conditions'.

A local authority entered into a contract with EL to supply to them a number of electric vans. The local authority calculated that a considerable saving would be made as this was a lucrative contract. Equally, EL regard this contract as a good marketing opportunity. EL ordered wall points, which are needed to boost power, from Goelectric Ltd (G) and stated that it was imperative that they be delivered by July 1 at the very latest. However, G obtain the fixings for their wall points from a French company which, unfortunately, experienced industrial unrest in April. Consequently, they were very late in delivering the components to G. As a result, G was only able to deliver the parts in late August. The local authority had, by then, withdrawn from the contract.

E–Up employs a workforce to assemble the electric cars and vans. A number of personnel are also involved in the paint spraying unit. Although this work is undertaken by robotic arms in a sealed unit, the machines still require maintenance. Employees have been warned that they are not to enter the unit until it has been closed down. Notices have been put up to that effect around the plant. Mary was a paint spray quality controller. Last year, when the arms stopped working, Mary, anxious to get the production line flowing again, entered the unit and examined them. Without warning, the arms started to operate and Mary suffered serious injury when she inhaled paint spray. Mary has been off work for six months and has been told that her breathing will be permanently impaired.

Activities:

You are working in the Human Resources Department as a legal intern. You have been asked to prepare a presentation to advise on the following:

1 Explain when a contract between EL and IL came into existence with reference to the elements which form and make a contract valid. Examine whose contract should prevail with reference to the said cases and whether the law is satisfactory.

2 If IL's contract prevails, explain whether the clause which purports to exclude liability is lawful. If the clause is unlawful, what implied terms would assist EL?

3 Evaluate whether EL will be able to claim damages for the loss of the lucrative contract with the local authority. Discuss how, in future, they could ensure they get full damages in such an eventuality.

4 Advise EL on whether Mary has a claim in negligence and what damages she may expect to receive. Does EL have any defence(s)? Compare and contrast this with the breach of contract.

5 EL is considering advising businesses on the merits of electric cars and vans in a series of conferences throughout the UK. EL needs to know whether they may be liable for any advice they give which subsequently proves to be incorrect.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Examine the essential elements of a valid contract</td><td rowspan="6">LO1, LO2 and LO3

D1 Provide a critical evaluation of how contracts are formed, recognising law and remedies for breach of contract with evidence drawn from local and international case law and judgement.</td></tr>
<tr><td>P1 Examine how the law determines the essential elements of a valid contract to make it enforceable, using case law examples.</td><td>M1 Apply examples of case law to determine the elements of valid contract including consideration in different circumstances.</td></tr>
<tr><td colspan="2">LO2 Discuss how the contents and the terms of contract are established</td></tr>
<tr><td>P2 Examine how law determines whether negotiating parties have reached agreement using a range of case law examples.

P3 Demonstrate how the terms of a contract are established</td><td>M2 Evaluate the contents of the contract and incorporation of terms using a range of case law examples.</td></tr>
<tr><td colspan="2">LO3 Illustrate the impact of contractual breakdown and suggest remedies available for breach</td></tr>
<tr><td>P4 Discuss the type of breach necessary to cause contractual breakdown and remedies.</td><td>M3 Analyse remedies for breach of contract including monetary and non-monetary remedies.</td></tr>
<tr><td colspan="2">LO4 Evaluate the elements of tort of negligence and defences available</td><td rowspan="2">D2 Critically evaluate principles of the tort of negligence with reference to professional advice.</td></tr>
<tr><td>P5 Assess the elements of tort of negligence using specific examples.</td><td>M4 Compare and contrast tort of negligence with breach of contract using specific examples.</td></tr>
</table>

Unit 49: Company Law and Corporate Governance

Please note that this Example Assessment Brief is NOT an authorised assignment brief. It is provided as a reference only.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**49 Company Law and Corporate Governance**
Academic Year	
Unit Tutor	
Assignment Title	**Porchester Rovers**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual written case study report. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and sub-sections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. You are also required to provide a bibliography using the Harvard referencing system. The recommended word limit is 3,000–3,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Evaluate the nature and legal status of companies **LO2** Assess the importance of meetings and resolutions in corporate management **LO3** Analyse the process of raising and maintaining capital for a company **LO4** Evaluate the role and impact of corporate governance in the management of companies.

Assignment Brief and Guidance

Scenario – Case Study

Porchester Rovers is one of the UK's oldest football clubs. Established in 1876, the club was formed by workers of the Portland Stone Company in Dorset. The club has had mixed fortunes and, in fact, their main asset was the beautiful location in which the company was situated, having commanding views of the Dorset coast. The stone quarry has long gone, its stone exhausted. Over the years, it has had a number of owners whose main aim seemed to be to relocate the club and develop the ground for real estate. However, the local council has steadfastly refused planning permission for residential purposes. In 1998, yet another optimistic purchaser bought the club, registering it offshore in the Virgin Islands. In 2000, the club was sold to Mr Oyster, a local man who had made a considerable fortune trading in money exchange markets and hedge funds. Mr Oyster dissolved the offshore company and ran it in the UK as a sole trader. However, as the club began to prosper, in no small part thanks to cash injections, Mr Oyster was advised to set up a company. This was undertaken in 2006 and registered as Porchester R Ltd. The directors of the company were Mr Oyster, his son, daughter and grandson. The company originally had 1000 shares equally held by the four directors. In 2008, the club needed a cash injection and made an allotment of 200 shares. These were bought by Mrs Shaw on the understanding that she would have a role in management. Some months later, as a gesture of goodwill, the directors of Porchester Rovers allocated 100 shares to the Porchester Fan Club.

In 2014, Porchester Rovers was promoted to the Premier league, which brought in considerable funds. However, from that point onwards, due to a lack of investment in players, Portchester Rovers struggled in the league and were demoted in their first season with a consequent drop in income. Mrs Shaw began to notice a significant number of large cash withdrawals and other unusual transactions by Mr Oyster. She then found herself excluded from Board meetings. A subsequent demotion sealed Porchester's fate. They were unable to meet a demand from HM Customs and Revenue. UK Football Association rules make it clear that failure to meet a revenue bill will, within a certain time, result in a club being suspended. The effect of this is usually to trigger some form of corporate rescue. An administrator was duly appointed as it was felt that, in the long term, it might be possible to save the club.

You are working as an intern in the Administrator's Office. You are assisting the Administrator in compiling her report on Porchester Rovers.

Activities:

It is important that the fans of Porchester Football Club are kept abreast of developments. You have been asked to prepare a case study report that addresses the following:

- **Background into the setting up of the company**

You need to consider why Mr Oyster decided to set up a private registered company rather than set up a plc. You need to critically evaluate Mr Oyster's decision. He chose to adopt the modem articles of association provided by the Companies Act 2006. Explain the nature of these articles, discussing their legal effect and how they may be changed.

It has come to light that Oyster has a criminal conviction that is not spent. Would this have affected his appointment as a director?

Mrs Shaw has sent a long email complaining about her exclusion from management. She is threatening legal action. You need to research what legal rights Mrs Shaw has in regard to her exclusion from management.

- **Forms of legal action**

The Porchester Fan Club had been dismayed at the running of the club. They have looked at the published accounts and have discovered a considerable number of irregular payments to the directors. Consider what action they may take against the directors.

It transpires that Mr Oyster issued a number of debentures. You need to find out what type of debentures he issued and their effect. This is important in case the Administrator cannot save the club. As stated in the facts, Mr Oyster made a number of share allocations. You need to consider what type of shares he allocated and, if there are different classes, what is the significance of the different classes.

- **The role of the Administrator**

Discuss the role of the Administrator and the 'pathways' available to her. You could construct a flow diagram to illustrate the processes.

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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Evaluate the nature and legal status of companies</td><td rowspan="8">LO1, LO2 and LO3

D1 Provide a critical evaluation of how private and public limited companies are administered, financed and managed with evidence drawn from local and international case law and judgement.</td></tr>
<tr><td>P1 Assess the meaning of corporate personality and the procedure of forming a company for both private and public limited companies.</td><td>M1 Compare and contrast a private limited liability company with a public limited liability company to evaluate advantages and disadvantages.</td></tr>
<tr><td colspan="2">LO2 Assess the importance of meetings and resolutions in corporate management.</td></tr>
<tr><td>P2 Examine the status of directors and their involvement in the management of a company.

P3 Using examples illustrate the procedure relating to company meetings and resolutions.</td><td>M2 Evaluate the statutory requirement of directors' duties and their liability to a company's creditors.</td></tr>
<tr><td colspan="2">LO3 Analyse the process of raising and maintaining capital for a company.</td></tr>
<tr><td>P4 Analyse the rules on raising and maintaining capital for a limited liability company.</td><td>M3 Critically analyse the law on issues of shares, dividends and insider dealing.</td></tr>
<tr><td colspan="2">LO4 Evaluate the role and impact of corporate governance in the management of companies</td><td rowspan="2">D2 Critically evaluate the types of policies and procedures of best-practice to make valid and justified recommendations for improving corporate governance.</td></tr>
<tr><td>P5 Evaluate the principles of corporate governance in the management of the corporations.

P6 Recommend duties of directors in complying with principles of governance in the management of corporation.</td><td>M4 Critically evaluate the role of a board in corporate governance issues and different approaches taken.</td></tr>
</table>

Unit 50: Consumer and Intellectual Property Law

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**50 Consumer and Intellectual Property Law**
Academic Year	
Unit Tutor	
Assignment Title	**Legal Rules**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
The submission is in the form of an individual portfolio of short reports. This should be written in a concise, formal business style using single spacing and font size 12. You are required to make use of headings, paragraphs and sub-sections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. You are also required to provide a bibliography using the Harvard referencing system. The recommended word limit is 3,000–3,500 words, although you will not be penalised for exceeding the total word limit.
Unit Learning Outcomes
LO1 Analyse the main principles affecting the legal relationship between business organisations and their consumers **LO2** Examine the legal rules on consumer credit agreements **LO3** Evaluate the key provisions relating to intellectual property rights

Assignment Brief and Guidance

Scenario:

Founded in 1910, James Williams plc (JW) is a large department store. Over the many years it has been trading, it has gradually extended its operations. Today, aside from the normal goods of a department store, it offers credit facilities, and has its own in-house research, design and development team. You are working as an intern for JW and are hoping to be offered a training contract. Your internship has involved you being placed in a number of departments in JW. A number of issues have arisen and your input is required.

Buyers for JW purchased 200 Orbit smart televisions which purported to be state-of-the-art receivers. Priced at £1,999, the manufacturers stated, among other matters, that the sets would provide cutting edge visual entertainment, pictures of the highest luminance and supreme quantum dot technology. Sales of the sets were good. However, customers soon began to complain that the pictures were not always of the quality stated; moreover the reception signal was often inconsistent – and that this meant that reception was slow.

Activity:

JW have approached the manufacturers who have drawn their attention to a clause in the standard form contract which JW signed which states, 'The manufacturers will not be liable for any defects in goods supplied howsoever caused'.

You have been asked to investigate the Consumer Rights Act 2015 relating to consumer contracts for goods, digital content and services to be able to advise JW appropriately on the following points:

1. The legal rights of the purchasers and how effective they are.
2. The legality of the clause on which the manufacturers are relying.

   Analyse the legal options available, providing examples to support your answers, to suggest what legal actions may JW take against the manufacturer.
3. If a person had received a smart television as a gift and therefore had no contract with JW, what action might they take? Critically evaluate the range of legal options to make informed recommendations to JW.

JW are also planning to offer credit facilities to customers and have asked you to:

1. Examine and evaluate the different types of credit arrangement that JW may offer.
2. Draft the pre-contact information that JW must include.
3. Evaluate the principal rights and duties between debtor and creditors.
4. Recommend what steps a creditor must take to enforce the agreement in the event of a default by the debtor.

The research, design and development team have been working on what they have called 'smartspecs'. The team have harnessed the most advanced technology to this product. The 'smartspecs' have an 8MP camera with storage, a battery life of eight hours (double that of other smart glasses), virtual assistant, location-based alerts, messaging, features relating to health and fitness, and the glasses are sleek and lightweight.

Evaluate the key areas of intellectual property: copyright, trademarks, design rights and patents, and use this to advise JW.

1. What steps should JW take to protect their design? How effective are these remedies?
2. If a rival were to infringe JW's design, what steps should they take to protect their product?
3. Would JW be able to trademark their product? If so, what steps must they undertake?
4. Explain the procedures in bringing a civil action in law.
5. Draft an arbitration clause and outline why arbitration is favoured by parties for a business dispute.
6. Discuss what alternative remedies JW may utilise to enforce their rights.

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Example Assessment Brief

Student Name/ ID Number	
Unit Number and Title	**50 Consumer and Intellectual Property Law**
Academic Year	
Unit Tutor	
Assignment Title	**Legal Solutions**
Issue Date	
Submission Date	
IV Name & Date	

Submission Format
A two-hour in-class test involving the completion of a test booklet that is to be submitted at the end of the session along with the test question paper. This is an in-class test, and class notes and supporting materials can be used.
Unit Learning Outcomes
LO4 Recommend appropriate legal solutions based upon relevant legislation, case law and regulations.
Assignment Brief and Guidance
Activity: This is an in-class test with three sections to be completed. Section One: You will be given a range of given different scenarios related to the sale of goods and intellectual property rights. For each scenario presented, you must recommend different forms of remedies. Section Two: Choosing from at least two scenarios, assess the negative and positive impacts of the remedies specified and justify recommendations with reference to case and statutory law. Compare this with any alternative routes that could be taken to resolve matters.
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Learning Outcomes and Assessment Criteria

<table>
<tr><th>Pass</th><th>Merit</th><th>Distinction</th></tr>
<tr><td colspan="2">LO1 Analyse the main principles affecting the legal relationship between business organisations and their consumers</td><td rowspan="8">LO1, LO2 and LO3

D1 Critically evaluate the legal rules relating to consumer transactions and intellectual property rights using a range of specific examples.</td></tr>
<tr><td>P1 Analyse the legal rules on implied terms relating to the sale of goods and supply of services.

P2 Appraise the statutory provisions relating to sale of goods and product liability using a range of case law examples.</td><td>M1 Critically analyse the statutory provisions relating to consumer transactions using a range of case law examples.</td></tr>
<tr><td colspan="2">LO2 Examine the legal rules on consumer credit agreements.</td></tr>
<tr><td>P3 Discuss different types of consumer credit agreements and the legal rules of consumer credit using a range of specific examples.</td><td>M2 Assess different types of credit agreement and legal rules, termination rights and default notices using a range of specific examples.</td></tr>
<tr><td colspan="2">LO3 Evaluate the key provisions relating to intellectual property rights.</td></tr>
<tr><td>P4 Assess the principles relating to intellectual property rights.

P5 Compare and contrast the main areas of intellectual property providing specific examples from each.</td><td>M3 Evaluate how to manage effectively intellectual property rights providing specific examples from each of the four main areas.</td></tr>
</table>

Pass	Merit	Distinction
LO4 Recommend appropriate legal solutions based upon relevant legislation, case law and regulations.		
P6 Recommend different forms of remedies for breach of statutory provisions relating to of sale of goods and intellectual property rights.	**M4** Assess the positive and negative impacts of recommended forms of remedies.	**D2** Justify recommendations with case law and statutory provisions in comparison with alternative solutions

August 2020

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