

Clarifications to the Achievement Grades for levels 1-3

Definitions for command terms, for example: explain, fully explain

For use in 2015

Achievement grades at level 1

Sample question

Fully explain one way that the local convenience store can maintain good employer/employee relationships.

Achieved

Describe: Students define (state the meaning of), identify (give an account of the qualities or characteristics), outline (state what the answer is).

- State **what** the answer is to the question asked.

Example

To ensure that it has good employer/employee relationships, the local convenience store will pay its employees on time.

Merit

Explaining: Students give reasons for the statement/description.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.

Example

The local convenience store will pay its employees on time because it is important to maintain good employer/employee relationships in a small business where employees/employer may work very closely together.

Excellence

Fully explaining: Students develop their explanation with further expansion of how the situation/action could impact on potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and/or consequences.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.
- Support the reason(s) with examples(s) or information that relates to effects, advantages, disadvantages, and/or consequences. Show **how** the effects, advantages, disadvantages, and/or consequences contribute to a particular outcome, or business or stakeholder goals.

Example

The local convenience store will pay its employees on time because it is important to maintain good employer/employee relationships in a small business where employees/employer may work very closely together. If the employees are not paid on time, they may become de-motivated and this may have a negative impact on their work at the convenience store, which in turn may negatively affect business performance, such as customer service leading to lower sales and potentially lower profits.

Achievement grades at level 2

Sample question

Discuss the impact of *Kai Enterprises Ltd* decentralising its decision-making. In your answer:

- explain how *Kai Enterprises Ltd* might decentralise its decision-making
- fully explain ONE advantage of decentralisation for *Kai Enterprises Ltd*
- justify the decision to decentralise the decision-making as an appropriate course of action for *Kai Enterprises Ltd*.

Achieved

Explaining: Students give reasons for the statement/description.

- State **what** the answer is to the question asked,
- then expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.

Example

Kai Enterprises Ltd may decentralise its decision-making with senior executives passing on operational decision-making to store managers. This allows store managers to have more flexibility and responsibility for decision-making. One advantage of flexibility for *Kai Enterprises Ltd* store managers is that stores can respond to local customer needs, and make decisions which allow them to better satisfy local or regional customers.

Merit

Fully explaining: Students develop their explanation with further expansion of how the situation/action could impact on potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and/or consequences.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.
- Support the reason(s) with examples(s) or information that relates to effects, advantages, disadvantages, and/or consequences. Show **how** the effects, advantages, disadvantages, and/or consequences contribute to a particular outcome or business or stakeholder goals.

Example

Kai Enterprises Ltd may decentralise its decision-making with senior executives passing on operational decision-making to store managers. This allows store managers to have more flexibility and responsibility for decision-making. One advantage of flexibility for *Kai Enterprises Ltd* store managers is that stores can respond to local customer needs, and make decisions which allow them to better satisfy local or regional customers. For example, local stores may stock a range of locally produced goods or have different opening hours, depending on their customer requirements. This will better cater for the different customer demand, thus resulting in higher sales for each local store.

Excellence

Fully explaining and justifying: Students develop their explanation with further expansion of how the situation/action could impact on potential business or stakeholder goals, or, how effects, advantages, disadvantages, and/or consequences contribute to a particular outcome. Justify with relevant evidence, the significance of the decision or the likelihood of success.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.
- Support the reason(s) with examples(s) or information that relates to effects, advantages, disadvantages, and/or consequences. Show **how** the effects, advantages, disadvantages, and/or consequences contribute to a particular outcome or business or stakeholder goals.

- Justify with relevant evidence the significance of the decision or the likelihood of success. This should include reference to alternative courses of action or new information to further support the decision that has not already been established in earlier parts of the question.

Example

Kai Enterprises Ltd may decentralise its decision-making with senior executives passing on operational decision-making to store managers. This allows store managers to have more flexibility and responsibility for decision-making. One advantage of flexibility for *Kai Enterprises Ltd* store managers is that stores can respond to local customer needs, and make decisions which allow them to better satisfy local or regional customers. For example, local stores may stock a range of locally produced goods or have different opening hours, depending on their customer requirements. This will better cater for the different customer demand, thus resulting in higher sales for each local store. Decentralising its decision-making also allows store managers and staff to feel more empowered as it demonstrates trust in and commitment to them. Productivity in the decentralised stores may increase, leading to increased motivation within *Kai Enterprises Ltd* and lower costs in the long-term.

Achievement grades at level 3

Sample question

Evaluate two strategies that the management at *Classic Woollens* could employ to overcome the resistance to change. In your answer:

- explain TWO change management strategies that could be implemented in the design department
- fully explain the possible impacts of these strategies on the performance of the department by explaining ONE positive and ONE negative outcome of each strategy
- provide a justified conclusion as to which would be the more effective strategy.

Achieved

Explaining: Students give reasons for the statement/description.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.

Example (Part answer given)

Management may use an inclusive change management approach and allow employees to have input into the change process. This may result in a wider range of ideas and better acceptance by the design department reducing the resistance to change.

Merit

Fully explaining: Students develop their explanation with further expansion of how the situation/action could impact on potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and/or consequences.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.
- Support the reason(s) with examples(s) or information that relates to effects, advantages, disadvantages, and/or consequences. Show **how** the effects, advantages, disadvantages, and/or consequences contribute to a particular outcome or business or stakeholder goals.

Example (Part answer given)

Management may use an inclusive change management approach and allow employees to have input into the change process. This may result in a wider range of ideas and better acceptance by the design department reducing the resistance to change. An inclusive change management approach may take longer, because staff will need to be consulted at regular intervals. This may impact negatively on expenses and

short-term profitability as there may be some disruption to the design process or services, with additional meetings required. However, the staff feels more valued because they are being consulted. This may lead to increased motivation resulting in better performance and will eliminate the resistance to change which *Classic Woollens* is experiencing.

Excellence

Evaluating: Students examine in detail by comparing and contrasting or identifying relationships to explain the impacts, effects and consequences of interacting factors in the business, strategic responses or solutions, and to provide a justified recommendation or draw justified conclusions on the significance or likely success of the factors/responses/ solutions.

- State **what** the answer is to the question asked, then
- expand by giving the reason(s) **why** the what occurs or links ideas to provide a coherent rationale.
- Support the reason(s) with examples(s) or information that relates to effects, advantages, disadvantages, and/or consequences. Show **how** the effects, advantages, disadvantages, and/or consequences contribute to a particular outcome or business or stakeholder goals.
- **Weigh-up the advantages and disadvantages** of the course of action and/or **compare and contrast** the alternative courses of action to justify with **relevant evidence** the course of action chosen. This should include reference to alternative courses of action or new information to further support the decision that has not already been established in earlier parts of the question, such as long term impact or sustainability of the business.

Example

Management may use an inclusive change management approach and allow employees to have input into the change process. This may result in a wider range of ideas and better acceptance by the design department reducing the resistance to change. An inclusive change management approach may take longer, because staff will need to be consulted at regular intervals. This may impact negatively on expenses and short-term profitability as there may be some disruption to the design process or services, with additional meetings required. However, the staff feels more valued because they are being consulted. This may lead to increased motivation resulting in better performance and will eliminate the resistance to change which *Classic Woollens* is experiencing.

Another change management strategy is a top-down change management strategy, with an autocratic leadership style used, where management will exercise clear authority to reduce resistance to change. With an autocratic leadership style, change at *Classic Woollens* will occur faster, as there is less need to discuss issues with the design department. This could mean the business will return to full production levels more quickly. However, a top-down approach may lead to cost-effective ideas from the design department being neglected, and face further resistance from demotivated staff who may feel that they are not being listened to.

An inclusive approach to change management should be chosen. Although it may take longer, the design department will feel more valued and be motivated to make the change successful for *Classic Woollens*. In the longer term, the motivation and acceptance from staff will improve productivity leading to longer term sustainability.

[For use in 2015]

Last updated August 27, 2014