IQM3007 A3 Teacher marking exercise

Business Viva confidential internal synthetic practice pack

The selected synthetic extracts below form an unmarked exercise. Apply the supplied assessment criteria, record evidence and propose marks or bands before consulting the separate teacher reference.

Controlled staff practice only. Source basis: IQM3007 2026 Sample Assessment 3 Staff Question Bank v2 (filename version v2; staff pack index version 2.0), Candidate Viva Guide v2, and Staff Marking Comments Sheet v2. The assessment set is Sample 2026; the separate Staff Delivery Record uses the identifier “2026-S”. These identifiers are retained separately; this synthetic pack does not complete a delivery record or assert bank approval. Do not distribute the controlled bank or these responses to candidates.

Staff-only, unmarked extracts from the controlled fictional question contexts; do not release to candidates.

Four unmarked extracts for staff discussion

For each extract, identify evidence relevant to Subject Knowledge and Understanding, Application of Knowledge, and Critical Thinking and Analysis. Record one strength, one limitation and one focused feedback point. Do not assign an individual question mark: each extract is only part of a whole recorded performance and cannot establish a whole-viva criterion result. Communication cannot be judged from this written display.

Extract A Prioritisation and stakeholder application

Extract A — S1, Q2

Exact prompt context: A growing café can initially fund either better staff training or faster supplier payments. Staff turnover is high, and a key supplier says late payment may stop deliveries. How should the owner decide which stakeholder need to address first?

Fictional candidate extract: I would compare urgency, likely impact and how quickly each need can be addressed, rather than saying one stakeholder always comes first. The supplier’s warning means late payment may interrupt deliveries, which could stop the café selling its main products and damage customer trust. That is a near-term risk, but it is not certain. High turnover is already a serious sign: repeated recruitment and inexperienced staff can affect service and raise costs. I would first check the amount and age of the supplier debt, cash flow, whether deliveries are currently at risk, and why staff are leaving. If a short payment delay could threaten the next delivery, I would negotiate an immediate payment plan with the supplier and protect enough cash for essential orders. At the same time I would not abandon training; I would schedule the most urgent service training in stages and discuss retention causes with staff. The priority is provisional: if the supplier confirms a later deadline, a targeted training intervention may bring greater immediate benefit. I would review both supply reliability and turnover after the agreed period.

Teacher notes: Subject Knowledge and Understanding — _____

Application of Knowledge — _____

Critical Thinking and Analysis — _____

Focused feedback — _____

Extract B Culture analysis and response choice

Extract B — S2, Q3

Exact prompt context: At a repair company, managers praise the number of jobs completed but rarely discuss faults. Staff believe that raising a quality concern will slow the team down. Analyse how this culture could obstruct a new quality policy and recommend an initial response.

Fictional candidate extract: The praise for job numbers can make speed look more important than quality. Staff also think a concern will slow them down, so they may keep quiet or avoid recording faults. A policy could then be ignored even if the company has a written procedure. I would start with a team discussion about how to report a fault and ask managers to thank people for raising problems. The company could add a quality check alongside the jobs-completed measure, so staff see that quality also matters. I would review whether the number of repeat repairs changes. A checklist may help staff remember steps, but it will not change much if managers continue praising only speed. I would make reporting quick, since a long form could reinforce the belief that quality takes too long. Staff feedback would show whether the culture has changed.

Teacher notes: Subject Knowledge and Understanding — _____

Application of Knowledge — _____

Critical Thinking and Analysis — _____

Focused feedback — _____

Extract C Ethical assurance and investment judgement

Extract C — S3, Q4

Exact prompt context: A clothing retailer is considering independent checks on its supplier’s working conditions. The checks cost money now; a major customer wants reliable evidence before renewing its contract. Should the retailer view the checks mainly as a cost or an investment?

Fictional candidate extract: The retailer should treat the checks as an investment because they will prove the supplier has good working conditions. Then the customer will renew the contract, so the money is certain to come back. The retailer can put the checking cost down as a capital asset because it helps the business in the future. I would not spend money fixing anything if the report is positive. Independent checks are enough to make the supplier ethical, and the workers should be satisfied. If the customer sees the certificate, the retailer has done its responsibility.

Teacher notes: Subject Knowledge and Understanding — _____

Application of Knowledge — _____

Critical Thinking and Analysis — _____

Focused feedback — _____

Extract D Motivation theory and mandatory follow up

Extract D — S1, Q5

Exact prompt context: A customer-support business pays staff reliably but gives them repetitive scripts and little responsibility. Managers can introduce either individual bonuses or greater ownership of customer cases. Use a motivation theory to recommend an approach, explaining one limitation.

Fictional candidate extract: I would choose greater ownership of customer cases, supported by training and clear escalation limits. In Herzberg's two-factor theory, reliable pay is a hygiene factor: it can reduce dissatisfaction, but it does not by itself create lasting satisfaction. Responsibility, achievement and recognition can act as motivators. At present, repetitive scripts and little responsibility may limit those motivators, so ownership could let advisers resolve appropriate cases and see the result of their work. Managers could pilot this with a defined case type, provide coaching and monitor customer outcomes as well as workload. Individual bonuses might increase effort, but a narrow target could encourage rushed calls or reward easily handled cases rather than good resolution. One limitation is that Herzberg is a simplified model and individual preferences differ; reliable pay can still matter to motivation and retention. A theory helps structure a choice, but does not guarantee staff will respond in the same way. I would ask employees for feedback and compare service quality before expanding the pilot.

Mandatory follow-up context (asked after Q5): Why is your chosen theory useful in this situation?

Fictional candidate follow-up: It separates conditions that may prevent dissatisfaction from features of the work that can create satisfaction. That helps explain why reliable pay alone may not solve repetitive work, while still leaving room to test what these advisers value.

Teacher notes: Subject Knowledge and Understanding — _____

Application of Knowledge — _____

Critical Thinking and Analysis — _____

Focused feedback — _____