IQM3007 A3 Teacher marking reference

Business Viva confidential internal synthetic practice pack

This reference supports discussion of the selected exercise extracts. Marks and bands are proposed documentary judgements, subject to human subject review.

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 extract discussion guide. No question scores or numerical profile totals are assigned.

Reference notes for the four extracts

This is an extract-level evidence guide, not a scoring key. Apply the controlled descriptors across the entire recorded viva and assess Communication only from observed speech and follow-up. Accurate alternatives and justified conditional conclusions remain creditworthy.

Extract	Criterion-linked evidence and limitation	Focused feedback / boundary
A — S1 Q2	Applies stakeholder urgency and dependency to the café; treats supplier interruption as possible rather than certain, compares turnover risk, checks relevant information and recommends a conditional payment/training sequence. This supports accurate knowledge, context-specific application, and a justified provisional judgement.	Ask the candidate to state the decisive cash-flow or delivery evidence and a review trigger. The extract alone cannot establish whole-performance bands or spoken communication.
B — S2 Q3	Recognises that praise for job numbers can privilege speed and that staff may conceal faults; proposes a reporting discussion and quality measure. The answer analyses a plausible mechanism and context. It only partly develops the underlying shared assumption, how the response shifts rewards, and how to test culture change.	Ask how the proposed measure and manager behaviour would change staff expectations, and what evidence would distinguish policy awareness from changed practice.
C — S3 Q4	The claim that checks prove all conditions are good and guarantee renewal is unsupported; checks do not guarantee ethical conditions or the customer’s decision. Treating the managerial investment choice as automatic accounting capitalisation confuses the question’s decision with financial reporting. Little conditional evaluation is present.	Clarify the difference between evidence, remediation and assurance; then compare the immediate cost with possible value without promising renewal or describing capitalisation as automatic.

Extract	Criterion-linked evidence and limitation	Focused feedback / boundary
D — S1 Q5 + mandatory follow-up	Uses Herzberg accurately: reliable pay is a hygiene factor in this model, while responsibility and achievement may motivate; applies ownership to repetitive, scripted support, notes training and escalation boundaries, and cautions that the theory is simplified and does not guarantee behaviour. The follow-up explains the theory's usefulness without claiming pay is irrelevant.	Ask what service-quality evidence would support the pilot and how the business would respond if staff valued pay more strongly. The written answer cannot certify spoken adaptation or a whole-viva result.

Controlled whole viva descriptor anchors

These descriptors support staff comparison. Whole-performance raw marks require the complete recorded viva; the selected written extracts cannot establish them.

Subject Knowledge and Understanding maximum 30

Explains relevant business concepts and terminology accurately, with sufficient breadth, depth and detail for the question.

Band / raw range	Verbatim controlled descriptor
Excellent 24–30	Comprehensive, consistently accurate and precise business knowledge. well-selected detail demonstrates secure depth of understanding.
Good 18–23	Generally accurate and secure business knowledge with relevant detail. minor gaps or imprecision do not undermine the response.
Adequate 12–17	Basic, broadly accurate knowledge with partial explanation. depth is uneven and there are some gaps or imprecision.
Limited 0–11	Fragmentary, superficial or inaccurate knowledge. weak explanation and little relevant detail.

Application of Knowledge maximum 30

Applies business concepts to the organisation, scenario or real or realistic examples and explains their relevance.

Band / raw range	Verbatim controlled descriptor
Excellent 24–30	Consistently precise and well-developed application to specific organisations, scenarios or examples. relevance is fully explained.
Good 18–23	Relevant and appropriate application that is usually context-specific and developed, with only minor generalisation. Performance is generally secure, with only minor gaps or unevenness.
Adequate 12–17	Some relevant application, but examples or contextual links are generic, uneven or only partly developed. Performance is broadly adequate but uneven in development or control.
Limited 0–11	Little or no credible application. examples are absent, irrelevant or not connected to the business concept.

Critical Thinking and Analysis maximum 20

Develops logical reasoning, analyses relationships and implications, considers alternatives and reaches a justified business judgement.

Band / raw range	Verbatim controlled descriptor
Excellent 16–20	Sustained and logical analysis. relationships and implications are developed, alternatives are weighed and judgement is compelling and justified.
Good 12–15	Clear analysis and a supported judgement. relationships and implications are developed, although depth may be uneven.
Adequate 8–11	Some relevant reasoning, but the response is often descriptive. analytical links and judgement are only partly supported.
Limited 0–7	Little meaningful analysis. assertions are unsupported and there is no credible, reasoned judgement.

Communication maximum 20

Gives direct, coherent spoken responses, uses appropriate business terminology and responds relevantly to follow-up questions.

Band / raw range	Verbatim controlled descriptor
Excellent 16–20	Consistently direct, coherent and concise. terminology is precise and responses adapt persuasively to follow-up questions.
Good 12–15	Clear and organised communication with appropriate terminology. follow-up responses are relevant with only minor lapses.
Adequate 8–11	Understandable but uneven communication. some organisation and appropriate terminology, with partly relevant follow-up responses.
Limited 0–7	Unclear, fragmented or off-topic communication. terminology is weak and relevant responses cannot be sustained.