IQM4005

LEVEL 4 · CONTROLLED ASSESSMENT

INTO QUALIFICATIONS

Principles of Management and Organisations

Restricted open-book organisational case analysis

Candidate question paper

Duration
2 hours

Total marks
100

Assessment window
Sample assessment

Assessment set
Set S of 2026

Response instruction
Follow the response instructions shown for each section.

Release timing
exam release

Paper
IQM4005 A1

Assessment set ID
2026-S

INTO QUALIFICATIONS LEARNER ID

DELIVERY CENTRE ID (OPTIONAL)

EXAM DATE
_____

ASSESSMENT SET
Set S of 2026

Do not open this paper until instructed. Follow the response instructions in this paper.

FOR MARKER USE ONLY

Marker initials	**Mark / 100**

About this sample assessment

A timed individual case analysis of management concepts, frameworks, organisational evidence, and justified action. Aligned to LO1-LO4; module-guide weighting 50%.

Instructions for candidates

- This assessment is completed under controlled conditions. Handwritten notes and the supplied case-study text are allowed; no internet access or additional sources are permitted. No generative AI or external assistance is permitted at any stage. Permitted calculator: not applicable to this assessment. Answer all four requirements using evidence from the case. Label each answer Q1-Q4. Use concise paragraphs, explicit framework-to-evidence links, and justified recommendations. No separate reference list is required.

Assessment context and task

Case Text: Juniper Community Kitchens is a fictional social enterprise that prepares affordable ready meals and runs community cooking sessions. It began seven years ago with one kitchen and 12 staff. The founder, Mara, made most decisions through daily conversations. Staff valued quick problem-solving and personal trust. Juniper now has 96 employees at three sites and supplies 18 local shops. A new operations director introduced a functional structure with separate production, sales, finance, and people teams. Site supervisors now report to both the central function lead and the local site manager.

In a pulse survey, 41% of staff say they receive conflicting priorities; 29% say they know who can approve schedule changes. Monthly staff turnover rose from 8% to 19% over the past year. Exit comments mention last-minute rota changes, limited recognition, and unclear progression. A new dashboard records meal output and late orders. Two sites say targets ignore the time needed to accommodate allergen checks and volunteer training. The third site reports that the dashboard helped it reduce late orders from 14% to 9%.

The leadership team proposes either (A) a single centralised rota and output system, or (B) site-level scheduling within common safety, cost, and service standards. Staff consultation has so far been limited to one email. Juniper's stated values are dignity, inclusion, affordability, and reducing food waste. The board wants reliable growth without undermining staff wellbeing or food safety.

Case Title: Juniper Community Kitchens: growing without losing the team

Requirements

Q1 Explain [25 marks]

Explain the key management and organisational issues Juniper faces. Use appropriate concepts to distinguish symptoms from underlying causes.

Q2 Apply [30 marks]

Apply two relevant management frameworks to interpret specific evidence in the case. Explain what each framework reveals; do not merely define it.

Q3 Analyse [35 marks]

Analyse how structure, culture, leadership, motivation, and change interact to affect performance and staff experience. Develop clear cause-and-effect reasoning.

Q4 Evaluate [10 marks]

Evaluate options A and B, including ethical/CSR implications, and recommend a practical course of action with one implementation safeguard.