

## Extract from Office Management

### Outcome 1: Manage and lead people and activities within the office environment

#### Knowledge and/or Skills

Decision making

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#### Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that from a given scenario they can:

- Evaluate the complexity of strategic and operational levels of decision making by providing one example of an operational decision, one of a strategic decision and one other from either. Each example should explain whether the decision is structured or unstructured, whether the timescale is short or long term and whether it is low or high risk.

#### Assessor Guidance

Candidates may complete Outcome 1 in their own time. A submission date for work should be agreed with the candidates and all candidates are expected to submit on time.

Where candidates do not submit work on time, they will be required to complete a 'Late Submission' form which should be attached to the front of their work when later submitted.

#### Reassessment:

Where a candidate has submitted work which does not meet the required standard, s/he may receive feedback which includes details of any areas which require further work. S/he should then be given a new submission date and s/he may amend their response and resubmit. All additional work should be in a different font/colour to distinguish it from the original work.

The original submission and amended submission should both be retained by the assessor.

#### Authenticity:

Plagiarism software is in use and where issues are identified, depending on the level/nature of work copied, the assessor and internal verifier will agree an appropriate course of action.

#### Description of assessment task

A detailed case study has already been provided to the candidates.

#### Task for candidates:

You should examine the case study and answer the following questions. You should give detailed answers, drawing from a range of sources to support your answers. You must provide bibliographic references for your sources.

You may complete this work in your own time, but all work submitted should be your own. You should attach a signed Plagiarism Statement to your final submission.

Work may be submitted in written or word processed form.

Note: you may be asked further questions, oral and/or written, where clarification is needed. There is ONE further opportunity for reassessment, details of which will be provided, where necessary.

Submission date .....

## 1 Levels of decision-making

- Explain what is meant by the term 'levels of decision making' and describe the key characteristics of strategic and operational decision-making.
- Identify ONE possible strategic decision the owners in the case study could make, explain why you believe it is a strategic level decision.
- Identify ONE possible operational decision the owners in the case study could make, explain why you believe it is an operational level decision.
- Identify ONE further example of a decision – strategic or operational, the owners in the case study could make, explain why you believe it is at the level you have identified.

## Marking guidelines

Candidates should include in their response:

- Full bibliographic references identifying sources used
- **Explain what is meant by the term 'levels of decision making' and describe the key characteristics of strategic and operational decision-making**
- Levels of decision-making: identifies two levels of management within an organisation: strategic – senior management/board of management and operational – middle and supervisory management; each level makes a particular type of decision based on the role of the management level (*candidate's response covers all points*)
- strategic a) concerned for the future of the organisation, b) outward looking to perceive threats and opportunities, c) unstructured decisions, d) high risk, e) usually involves change and development (*2 items required*)
- operational a) concerned with the immediate, linked to organisational stability b) has a short term focus ie daily, weekly and possibly monthly, c) decisions tend to be structured based on organisation's existing policies and procedures, d) usually low risk because environment is known (*2 items required*)
- **Identify ONE possible strategic decision the Partners could make, explain why you believe it is a strategic level decision**
- Identify an appropriate example, eg i) expand to European market, ii) provide 24 hour online service to global clients (*1 required*)
- Explanation provides appropriate reference to: long term, (*1 required*); high risk, (*1 required*) unstructured (*1 required*)
- **Identify ONE possible operational decision the Partners could make, explain why you believe it is an operational level decision.**

- Identify an appropriate example, eg i) application of staff rota procedure to ensure fair decisions re working hours as per contractual agreements ii) handling customer complaints, iii) any other appropriate operational example t (1 required)
- Explanation provides appropriate reference to: short term (1 required); low risk (1 required); structured (1 required)
- **Identify ONE possible operational decision the Partners could make, explain why you believe it is an operational level decision.**
- Candidate provides one further example of a decision, s/he accurately identifies the level of example provided (1 required)
- Candidate's explanation is relevant to level stated as per above guidelines – short/long term (1 required); high/low risk (1 required); structured/unstructured (1 required)

## Assessment checklist

### Unit assessment: candidate's assessment record

#### Office Management

Class Candidate Name

Group Candidate ID

### Outcome 1: Manage and lead people and activities within the office environment Assessment task 1

#### Record of Performance

##### Evidence Requirements

- Evaluate the complexity of strategic and operational levels of decision making by providing one example of an operational decision, one of a strategic decision and one other from either. Each example should explain whether the decision is structure or unstructured, whether the timescale is short or long term and whether it is low or high risk

Satisfactory/Unsatisfactory

Comments

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The comment column can be used to highlight any re-assessment that may be needed.

#### Overall comments:

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Assessor's signature:

Date: