

## **T Level Technical Qualification in Management and Administration**

Management and Administration Core (8715-30)

Theory Exam 1 (8715-031)

### **Mark Scheme**

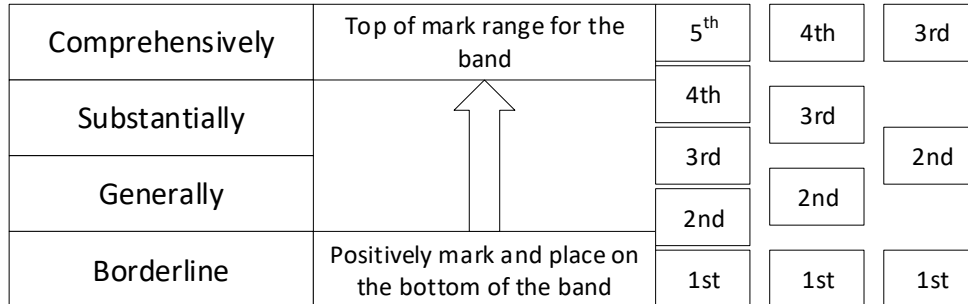
## Marker guidance

*Unless otherwise stated in the marker guidance for a specific question, the following conventions apply:*

- All marking, from start to finish must be consistent and in line with the mark scheme guidance. Continue to refer to the mark scheme throughout marking.
- For questions that ask for a specific number of points, accept the first answers given up to the number requested e.g. State three... only accept the first three answers listed, and disregard any additional answers provided.
- For questions requiring continuous prose answers, mark positively – all correct answers should receive the appropriate mark according to the mark scheme. Any wrong (**but neutral/irrelevant**) answers should be ignored, and no marks should be lost (see further below).
- In some circumstances, it is appropriate to disallow a candidate answer that initially appears to give the correct answer as given in the mark scheme, if it is undermined by the fact that it goes on to actively **contradict** its intention. Sometimes the minimal wording used in the mark scheme allows a match that in reality is trivial and it is clear the candidate is referring to the wrong knowledge/understanding. Only the part of the response to which the contradiction applies should be disallowed, not the whole response. Material that is irrelevant/neutral but not contradictory should be ignored and positive marking applied as above.
- Use all marks for a question as described by the mark scheme – e.g. for a 2 mark question, 0, 1 or 2 marks will always be available to award (never just 0 or 2). For levels marking, the full range of marks should be used freely as described by the mark scheme including 0 and full marks.
- Always award whole marks;  $\frac{1}{2}$  marks cannot be awarded.
- Allow phonetic misspellings as long as the meaning is clear, i.e. not so similar to another relevant but wrong term that you have to guess which was intended.
- Only allow 'it' as reference to the question topic if it is clear what 'it' refers to.
- Mark crossed out work **UNLESS** it has been replaced by another response.
- Where judgement is required, apply the guidance. Where the guidance does not sufficiently support for a particular candidate response/interpretation, contact your Team Lead.
- Accept alternative wording which reflects that given in the mark scheme.
- Contact your Team Lead if any additional correct answers arise which need to be added to the mark scheme.
- **For level of response mark schemes:**  
**Note:** indicative content has been provided to help orient the marking, providing a sense of the intentions of the question and expected parameters of the response. It is not exhaustive, and candidates do not need to cover all points referenced. Candidates may provide good quality responses while taking an approach which legitimately focuses either on breadth or depth given the time constraints. While the best responses are more likely to go to some depth across a broader range, there will be acceptable variation. Any pointers in the question towards coverage e.g. '...a range of...' should be kept in mind and balanced, through professional judgement, as to how much this affects the overall quality of the response when applying the marking instructions.

The marking should be carried out with reference to the levels descriptors in the marking instructions as follows:

- o First, read the full candidate response and decide which band descriptor best fits the overall level of quality of the response in the context of the indicative content.
- o Then, to decide on a mark within the band, consider the **degree to which the response fits the criteria**, as indicated by the diagram below:



The table below provides further detail on the descriptors used within each of the mark bands and what is expected at each level. Use the descriptors below alongside the mark scheme to support accurate and consistent judgment of candidate's response and allocation of marks.

	<b>AO2</b>	<b>AO3</b>
<b>Basic</b>	Limited application of understanding that is relevant to the context or question. Application of understanding is undeveloped, with limited accuracy in interpretation through lack of application of relevant knowledge and understanding.	Limited accuracy in analysis through lack of application of relevant knowledge and understanding. Unsupported evaluation through lack of application of knowledge and understanding. Un-supported judgement through lack of application of knowledge and understanding.
<b>Good</b>	Some application of understanding that is relevant to the context or question. Some accuracy in interpretation through the application of some relevant knowledge and understanding.	Some accuracy in analysis through the application of some relevant knowledge and understanding. Partially supported evaluation through the application of some relevant knowledge and understanding. Partially supported judgement through the application of some relevant knowledge and understanding.
<b>Thorough</b>	A range of accurate application of understanding that is relevant to the context or question. Accurate interpretation through the application of relevant knowledge and understanding.	Accurate analysis through the application of relevant knowledge and understanding. Supported evaluation through the application of relevant knowledge and understanding. Supported judgement through the application of relevant knowledge and understanding.

<b>Comprehensive</b>	A range of detailed and accurate application of understanding that is fully relevant to the context or question. Detailed and accurate interpretation through the application of relevant knowledge and understanding.	Detailed and accurate analysis through the application of relevant knowledge and understanding. Detailed and substantiated evaluation through the application of relevant knowledge and understanding. Detailed and substantiated judgement through the application of relevant knowledge and understanding.
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### Assessment Objectives

<b>AO1a</b>	<b>AO1b</b>	<b>AO2</b>	<b>AO3</b>
Recall of knowledge	Demonstrates understanding	Apply knowledge and understanding to different situations and contexts	Analyse and evaluate information and issues

This exam has been split into **two** sections.

Below details the types of questions and marks available for each section.

**Section A** is made up of **55** marks and includes **17** short answer and medium answer questions.

**Section B** is made up of **45** marks and includes **4** extended response questions.

### English skills

Candidates are advised that their quality of written response will be considered in Section B of this core exam paper. The quality of written response should be considered when marking these questions. The descriptors in the mark schemes for each question identify the level of quality of written response expected to be seen within each marking band.

## Section A

<b>Q1</b>	What does the following statement describe?  'A concise explanation of why an organisation exists, its overall goal, the products or services offered to target audiences within its culture, value and ethics'.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	Mission statement		1	1.2 AO1a
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	2 lines			

<b>Q2</b>	All businesses have a legal requirement to protect the personal data of individuals who use their services. Which regulatory body is responsible for compliance with this legal requirement?			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	Information Commissioners Office/ICO	Accept the correct acronym in the right order.	1	1.7 AO1a
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	<b>2 lines</b>			

<b>Q3</b>	Identify <b>one</b> way that an employee shows integrity in the business environment.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<ul style="list-style-type: none"> <li>• Being dependable</li> <li>• Being honest</li> <li>• Demonstrating strong moral principles</li> <li>• Showing commitment</li> </ul>	<p>Award <b>1 mark</b> for a correct answer.</p> <p>Accept any other answer that reflects integrity as an honest, moral or ethical attribute displayed by an individual.</p>	<b>1</b>	<b>7.4 AO1a</b>
<b>KO</b>	KO7 Business Behaviours			
<b>Paper</b>	<b>2 lines</b>			

<b>Q4</b>	State <b>two</b> formal digital communication channels that would be appropriate to provide a project update to an internal team.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<ul style="list-style-type: none"> <li>• E-mail</li> <li>• Intranet</li> <li>• Video conferencing software</li> </ul>	<p>Award <b>1 mark</b> for each correct response to a maximum of <b>2 marks</b>.</p> <p>Accept alternative answers that provide examples of <b>formal digital communication channels</b> that can validly be used to provide a project update to an internal team.</p> <p>Specific examples of video conferencing software (e.g. Zoom, Teams) can be accepted as a valid alternative answer to 'video conferencing software', but can achieve maximum of <b>1 mark</b>.</p>	<b>2</b>	<b>1.11</b> <b>AO1a</b>
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	<b>4 lines</b>			



<b>Q5</b>	Give <b>two</b> actions that an employer can take to meet their 'duty of care' to employees.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<ul style="list-style-type: none"> <li>• Maintain health and safety within the workplace</li> <li>• Support the welfare (physical, mental) of employees</li> <li>• Provide training and support</li> <li>• Undertake risk assessments</li> </ul>	<p>Award <b>1 mark</b> for each correct action given to a maximum of <b>2 marks</b>.</p> <p>Accept alternative answers that provide examples of <b>actions</b> that employers can take to demonstrate duty of care to their employees.</p>	<b>2</b>	<b>2.1 AO1a</b>
<b>KO</b>	KO2 People			
<b>Paper</b>	<b>4 lines</b>			

<b>Q6</b>	State <b>three</b> approaches used by an organisation to support equal opportunities for all individuals when recruiting staff.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<ul style="list-style-type: none"> <li>• Development of anti-discriminatory recruitment policies</li> <li>• Supporting reasonable adjustments</li> <li>• Fair and transparent selection criteria</li> <li>• Standardised interview questions</li> <li>• Recruitment training for hiring staff</li> </ul>	<p>Award <b>1 mark</b> for each approach to a maximum of <b>3</b> marks.</p> <p>Accept alternative approaches that support equal opportunities when recruiting staff.</p>	<b>3</b>	<b>2.3 AO1a</b>
<b>KO</b>	KO2 People			
<b>Paper</b>	6 lines			

<b>Q7</b>	Explain how an individual might demonstrate resilience in response to workplace pressure.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<ul style="list-style-type: none"> <li>• Resilience is demonstrated when an individual receives feedback/criticism and is able to take it constructively (1) to support them to change positively (1).</li> <li>• Resilience is demonstrated when an individual is challenged by internal work challenges but remains professional at all times (1) and completes their work as required (1).</li> <li>• Resilience is demonstrated when there is a sudden change in shifting priorities and an individual is able to re-focus their energies (1) to allow them to meet the change in demands (1).</li> </ul>	<p>Award <b>1 mark</b> for each explanation point of how resilience is demonstrated in response to workplace pressure to a maximum of <b>2</b> marks.</p> <p>Accept alternative explanations that demonstrate a positive response to <del>an example of</del> reasonable work pressure.</p>	<b>2</b>	<b>2.4 AO1b</b>
<b>KO</b>	KO2 People			
<b>Paper</b>	<b>4 lines</b>			

<b>Q8</b>	Give <b>three</b> reasons why it is important for a customer-facing team to use good communication skills when responding to customers.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<ul style="list-style-type: none"> <li>• To ensure the right information is provided (1)</li> <li>• To ensure the response is understood/not misinterpreted (1)</li> <li>• To present the organisation in a professional way (1)</li> <li>• To develop the positive reputation of the organisation (1)</li> </ul>	<p>Award <b>1 mark</b> for each correct response to a maximum of <b>3 marks</b>.</p> <p>Accept alternative answers that show why good communication skills are important when responding to customers.</p>	<b>3</b>	<b>7.1 AO1b</b>
<b>KO</b>	KO7 Business Behaviours			
<b>Paper</b>	<b>6 lines</b>			

<b>Q9</b>	Explain how the shareholders of an organisation influence its operations.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<p>As the owners of an organisation, shareholders are able to nominate Board of Director members (1), so directly influence who is responsible for how the organisation is run on a daily basis (1), and therefore that the operations of the organisation run in-line with the way shareholders expect them to be run (1).</p> <p>Shareholders set the salaries of directors, so influence who accepts the role (1), by providing a higher salary, recruitment can include individuals with greater experience (1), who will generally be more successful at operating the company / making responsible decisions (1).</p> <p>Shareholders have voting rights (1), so they determine the outcome of all key decisions (1) and determine how an organisation will be run (1).</p>	<p>Award <b>1 mark</b> for each developed explanation of point of how shareholders influence an organisation's operations to a maximum of <b>3 marks</b>.</p> <p>Accept alternative explanation points that link understanding of the role of shareholders with their influence on how an organisation operates.</p>	<b>3</b>	<b>1.8 AO1b</b>
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	<b>6 lines</b>			

<b>Q10</b>	Explain <b>two</b> ways that staff development benefits an organisation.			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<p>Improved/up to date skills positively impacting staff performance (1) leading to improvements in organisational performance (1)</p> <p>Improved confidence / self-esteem / value by organisation positively impacting motivation / feeling of belonging (1) <b>either</b> leading to improved staff retention reducing costs / retaining expertise (1)</p> <p><b>or</b> leading to positive behaviours / staff atmosphere improving the customer experience / customer retention / return / spend (1)</p> <p>Investment in an individual over time, enhances their skills / understanding of how an organisation operates (1), helping to support internal talent development / develop managers/leaders internally (1).</p>	<p>Award up to <b>2 marks</b> for each developed explanation to a maximum of <b>4 marks</b>.</p> <p>Where the candidate response is limited, <b>1 mark</b> can be given if the benefit can be reasonably inferred to relate to the organisation e.g. <i>staff get better at their job</i> (on its own, allow 1 mark) however if additional wording clarifies that the benefit relates to something other than the organisation e.g. <i>...leads to improved promotion chances</i> (<b>0 marks</b> can be awarded)</p> <p>Accept alternative developed explanations that explain how staff development benefits an organisation.</p>	<b>4</b>	<b>2.6 AO1b</b>
<b>KO</b>	KO2 People			
<b>Paper</b>	<b>8 lines</b>			

<p><b>Q11</b></p>	<p>An organisation has taken on a work project that involves people from different teams across the organisation.</p> <p>Explain <b>two</b> reasons for using a matrix structure to support this activity.</p>			
	<p><b>Acceptable answer(s)</b></p>	<p><b>Guidance</b></p>	<p><b>Max marks</b></p>	<p><b>Test Spec ref &amp; AO</b></p>
	<p>Staff from multiple departments can be deployed to work on the project, allowing individuals with the right skills/expertise to be allocated to specific tasks (1), ensuring that the task is completed by the individual with the best experience/knowledge to complete it (1).</p> <p>Staff from multiple departments are aligned to work more closely together meaning that there is a benefit of skills/knowledge sharing (1), with improved collaboration to complete activities effectively (1).</p> <p>Using a matrix structure for a project means that activities/tasks can be allocated specifically to one person responsible for those activities/tasks rather than activities split between roles across departments (1), meaning that there is improved consistency in outputs (1).</p>	<p>Award up to <b>1 mark</b> for each developed reason to a maximum of <b>2 marks</b>.</p> <p>(A total of 4 marks in total for two reasons fully explained.)</p> <p>Accept alternative explanations of reasons why a matrix structure is used to support cross-functional work projects.</p>	<p><b>4</b></p>	<p><b>1.2</b></p> <p><b>AO1b</b></p>
<p><b>KO</b></p>	<p>KO1 Business Context</p>			
<p><b>Paper</b></p>	<p><b>8 lines</b></p>			

<b>Q12</b>	<p>An individual is looking for work and is considering the different benefits of working within either the public or private sector.</p> <p>Explain <b>two</b> potential benefits that are associated with working within private sector organisations.</p>			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<p>Private sector organisations exist to earn money, so promote competitive working environments (1), resulting in job retention/career development being based on merit (1).</p> <p>Private sector organisations typically determine their own pay structures, so offer competitive salaries/the opportunity for bonuses to be awarded (1) providing a monetary incentive for workers (1).</p> <p>Private sector organisations typically look for new ways of working, so value creativity and innovation (1), allowing employees scope to contribute their ideas to develop the organisation (1).</p>	<p>For <b>each</b> potential benefit explained, award <b>1 mark</b> for each developed point, to a maximum of <b>2 marks</b>.</p> <p>(A total of 4 marks in total for two benefits fully explained.)</p> <p>Accept alternative explanations of benefits that reflect working within private sector organisations.</p>	<b>4</b>	<b>1.1 AO1b</b>
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	<b>8 lines</b>			



<b>Q13</b>	<p>An organisation is planning to use rapid advancements in new technology to move all of its commercial sales operations that have traditionally involved face-to-face sales, to an online model. The CEO is aware of a significant rise in cyber-security threats to online businesses in the last year.</p> <p>Explain <b>one</b> action that the organisation can take to help safely move its commercial sales operations online.</p>			
	<b>Acceptable answer(s)</b>	<b>Guidance</b>	<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
	<p>Provide training for staff, so that they are able to actively recognise and know what to do about cyber threats (1), advising them how to stay safe online (1) and avoid taking actions that expose networks/systems to harm (1).</p> <p>Invest in anti-virus software, to stop viruses accessing systems/networks (1), supporting the security of the network (1) and avoiding the theft of sensitive data/information (1).</p>	<p>Award <b>1 mark</b> for each developed explanation, to a maximum of <b>3 marks</b>.</p> <p>Accept alternative explanations that demonstrate a clear understanding of actions that the organisation can take to move its commercial operations online.</p>	<b>3</b>	<b>1.9 AO2</b>
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	<b>6 lines</b>			

<p><b>Q14</b></p>	<p>An office manager is looking at ways to embed more environmentally sustainable work practices within the office environment.</p> <p>Describe <b>two</b> changes to work practices that are available to the office manager that would help support this activity.</p>			
	<p><b>Acceptable answer(s)</b></p>	<p><b>Guidance</b></p>	<p><b>Max marks</b></p>	<p><b>Test Spec ref &amp; AO</b></p>
	<p>Promote reuse of office equipment/furniture (1), through use in other areas of the business/donating to charities (1)</p> <p>Develop a paperless office (1), minimalising the amount of paper waste generated (1).</p> <p>Encourage use of office supplies that are refillable e.g. printers (1), to reduce the amount of packaging waste consumed (1).</p> <p>Improve the use of online technology to support remote meetings/collaboration (1), reducing the need for people to physically travel to attend meetings (1).</p>	<p>For <b>each</b> opportunity identified, award <b>1 mark</b> for each developed description point to a maximum of <b>2 marks</b>.</p> <p>(A total of 4 marks in total for two opportunities fully described).</p> <p>Accept alternative opportunities that reflect circular economy practices within the context of the scenario.</p>	<p><b>4</b></p>	<p><b>1.3 AO2</b></p>
<p><b>KO</b></p>	<p>KO1 Business Context</p>			
<p><b>Paper</b></p>	<p><b>8 lines</b></p>			

<p><b>Q15</b></p>	<p>A team is currently seriously behind on a project deadline, with a significant risk that it will not be achieved. The team are disheartened by what they know needs to be achieved.</p> <p>Explain how the Shaper in Belbin's team roles would help the team respond to this situation.</p>			
	<p><b>Acceptable answer(s)</b></p>	<p><b>Guidance</b></p>	<p><b>Max marks</b></p>	<p><b>Test Spec ref &amp; AO</b></p>
	<p><b>Shaper Characteristics</b></p> <ul style="list-style-type: none"> <li>- Solution focused to overcome obstacles</li> <li>- Thrives under pressure</li> <li>- Shows courage</li> <li>- Challenges</li> <li>- Dynamic/flexible</li> </ul> <p><b>An explanation that covers any six of the following linked <u>explanation points</u></b></p> <ul style="list-style-type: none"> <li>• Helps to identify the reasons for being behind on the deadline (1)</li> <li>• Considers the range of options available to overcome the issues causing delays (1)</li> <li>• Supports the team to progress resolution of any issues (1)</li> <li>• Uses encouragement to focus the team on what needs to be done to meet the deadline (1)</li> <li>• Helps support motivation in the team to tackle the disheartenment (1)</li> <li>• Promotes confidence that the deadline can be achieved (1)</li> <li>• Shows a resilient approach (1)</li> <li>• Will not give up on finding ways to meet the deadline (1)</li> </ul>	<p>For <b>each explanation point</b>, award <b>1 mark</b> to a maximum of <b>6 marks</b>.</p> <p>For full marks an answer must clearly link how the shaper characteristics impact on the whole team (not individual) to respond to the team's problem.</p> <p><b>Do not award marks for shaper characteristics alone without explaining how the characteristic supports the scenario.</b></p>	<p><b>6</b></p>	<p><b>2.7 AO2</b></p>
<p><b>KO</b></p>	<p>KO2 People</p>			
<p><b>Paper</b></p>	<p><b>12 lines</b></p>			

<p><b>Q16</b></p>	<p>The management board of a company have become aware of a significant decline in revenue, and there is concern that they will not be able to cover their outgoing costs. They decide <b>not</b> to advise the Board of Directors, and hope the situation gets better. The management board schedule a review of the situation in a months-time.</p> <p>Explain the potential consequences of the management board taking these actions.</p>		
<p><b>Acceptable answer(s)</b></p>	<p><b>Guidance</b></p>	<p><b>Max marks</b></p>	<p><b>Test Spec ref &amp; AO</b></p>
<p>An explanation that includes any <b>six</b> of the following linked points, relating to at least <b>2</b> of the actions:</p> <p><b>By not addressing the concern/ hoping for improvement</b></p> <p><i>Explanation points</i></p> <ul style="list-style-type: none"> <li>• No guarantee of improvement, so may go further into debt (1)</li> <li>• This may make it harder to turn around the long-term viability of the company (1)</li> <li>• Risking staff jobs (1)</li> </ul> <p><b>By not advising the Board of Directors</b></p> <p><i>Explanation points</i></p> <ul style="list-style-type: none"> <li>• The correct governance structure has not been followed (1)</li> <li>• The management board have breached their responsibilities to the Board/Shareholders (1)</li> <li>• The members of the management board have compromised their positions/ risk dismissal (1)</li> </ul> <p><b>By delaying taking action</b></p> <p><i>Explanation points</i></p>	<p>Award <b>1</b> mark for each explanation point, to a maximum of <b>6 marks</b></p> <p>Where more than one action is explained, marks should <b>not</b> be awarded where the same knowledge is shown twice in different contexts.</p> <p>For full marks, consequences of at least <b>2</b> of the actions; <i>not addressing/hoping for improvement, not advising and delay</i> must be seen.</p> <p>Accept alternative explanations that demonstrates a clear understanding of the potential consequences of the management taking these actions.</p>	<p><b>6</b></p>	<p><b>1.6 AO2</b></p>

	<ul style="list-style-type: none"><li>• A timely response cannot be provided (1)</li><li>• An earlier response may mitigate against some potential impacts (1)</li><li>• Or, an earlier response may allow action to be taken that would soften the impacts (1)</li></ul>			
<b>KO</b>	KO1 Business Context			
<b>Paper</b>	<b>12 lines</b>			

<p><b>Q17</b></p>	<p>A member of a team is responsible for fulfilling customer sales order but is often behind on their workload and fails to meet deadlines regularly.</p> <p>Explain how this situation may potentially impact the organisation.</p>		
<p><b>Acceptable answer(s)</b></p>	<p><b>Guidance</b></p>	<p><b>Max marks</b></p>	<p><b>Test Spec ref &amp; AO</b></p>
<p>An explanation that includes any <b>six</b> of the following linked points, relating to at least <b>1</b> of the elements:</p> <p><b><u>Orders are not fulfilled on time</u></b></p> <p><i>Explanation points:</i></p> <ul style="list-style-type: none"> <li>• leads to customer dissatisfaction/complaints (1)</li> <li>• dissatisfaction/complaints result in a loss of custom/customers use of competitors (1)</li> <li>• loss of direct custom/customers leads to overall reduced sales (1)</li> <li>• customers may leave bad reviews/provide bad publicity to the organisation (1)</li> <li>• overall reputation/brand image may be damaged (1)</li> <li>• resulting in loss of profit/revenue over time (1)</li> <li>• customers move to competitors so reduce market share/ overall competitiveness (1)</li> </ul> <p><b><u>Team members rushing to try and catch-up if behind with work</u></b></p> <p><i>Explanation points:</i></p> <ul style="list-style-type: none"> <li>• results in greater risk of mistakes happening/quality issues (1)</li> <li>• mistakes/quality issues lead to orders being fulfilled incorrectly (1)</li> <li>• incorrect orders result in increased complaints/loss of profit (1)</li> </ul>	<p>Award <b>1 mark</b> for each explanation point, to a <b>maximum of 6 marks</b></p> <p><b>Full marks</b> may be achieved from the full development of one element of the situation and its potential impact, or students may achieve full marks from discussing more than one element.</p> <p>Where more than one element is explained, marks should <b>not</b> be awarded where the same knowledge is shown twice in different contexts.</p> <p>Accept alternative explanations that demonstrates a clear understanding of how the scenario may impact the organisation.</p>	<p><b>6</b></p>	<p><b>7.2 AO2</b></p>

	<ul style="list-style-type: none"> <li>• resolving incorrect orders is additional/unanticipated time that needs to be spent (1)</li> <li>• increased time spent per order means that there is an overall reduction in the value of money provided by the individual to the organisation (1)</li> <li>• Additional time compounds the delays to the orders already behind (1)</li> <li>• Further increases to waiting times results in loss of customer satisfaction/profit to the organisation (1)</li> </ul> <p><b><u>Other members of the team may have to pick up the workload</u></b></p> <p><i>Explanation points:</i></p> <ul style="list-style-type: none"> <li>• which means other staff are taken away from their own work (1)</li> <li>• other staff not spending time on their own jobs results in wider inefficiencies across the organisation (1)</li> <li>• greater inefficiency leads to reduced cost-effectiveness for the organisation (1)</li> <li>• other staff may feel resentful to the staff member for picking up additional work (1)</li> <li>• resentment causes conflict in the team/reduction in staff morale (1)</li> <li>• conflict may ultimately result in turnover of staff (1)</li> <li>• reduction in staff morale leads to wider inefficiencies (1)</li> </ul>			
<b>KO</b>	KO7 Business Behaviours			
<b>Paper</b>	<b>12 lines</b>			

## SECTION B

Q18

An organisation is reviewing its business objectives for the year. Its priorities include the launch of a range of new services that it hopes will grow its market share, and there is an overall aim to grow income by 15% on the previous year. The organisation is aware that intelligence has highlighted a volatile marketplace and the growing threat from new competitors.

Analyse how using a business planning strategy can support the organisation to meet its objectives for the year.

**Intention:**

*To allow the learner to analyse how business planning can be used by the organisation to support them in meeting their objectives for the year.*

**Indicative content****Content of the strategy**

- Analysis of internal drivers
- Analysis of external drivers
- Risks presented by external factors
- Setting of key objectives/aims/KPIs
- Implementation of activities/plans
- Dissemination of plans to key stakeholders and internal teams
- Contingency planning

**Ability to support**

- Supports understanding of what is intended to be achieved, with recognition of key aims (e.g. increase of market share, overall aim of 15% growth)
- Outlines how objectives will be achieved (e.g. the intended approach to launch the range of new services)
- Allows a clear focus on the market and the approaches that will support how to best position the new services



<ul style="list-style-type: none"> <li>• Identifies the level of risk of competitors/the potential impact they will present on delivering priorities</li> <li>• Allows the implementation of risk monitoring of competitors, accounting for how the impact of new and emerging competitors changes over time</li> <li>• Supports the development of contingency planning and mitigations to account for volatile marketplace</li> <li>• Focuses resources and time to delivering key priorities</li> <li>• Sets transparency of objectives and how they will be delivered within the team</li> </ul>				
<b>Guidance</b>			<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
<b>Band 1 (1 – 3 marks)</b>	<b>Band 2 (4 – 6 marks)</b>	<b>Band 3 (7 – 9 marks)</b>		
<p><b><i>For no awardable content, award 0 marks.</i></b></p> <p>Applies basic understanding of business planning that shows limited consideration of how it can be used to support the organisation meet its objectives alongside the issues outlined in the scenario.</p> <p>Demonstrates a basic level of analysis of business planning, with limited connections showing how it is applicable to the scenario.</p> <p>The response lacks clarity and is generally poorly structured.</p>	<p>Applies a good understanding of business planning that shows some consideration of how it can be used to support the organisation meet its objectives alongside the issues outlined in the scenario.</p> <p>Demonstrates a good use of analysis of business planning with connections showing how it is applicable to the scenario, offering some chains of reasoning.</p> <p>The response is generally clearly expressed, with some consideration to structure of response.</p>	<p>Applies a comprehensive understanding of business planning that shows how the organisation can be fully supported to meet its objectives alongside the issues outlined in the scenario.</p> <p>Demonstrates comprehensive use of analysis of business planning with connections fully linked to the scenario, offering detailed and accurate chains of reasoning.</p> <p>The response is fully coherent and is articulated using an optimal structure.</p>	<b>9</b>	<b>1.5</b> <b>AO2 3</b> <b>AO3 6</b>

<b>KO</b>	KO1 Business Context
<b>Paper</b>	27 lines

**Q19**

A small manufacturing company has reported record sales to its Board of Directors, following an unexpected increase in demand for its products. Production staff are working to full capacity to meet the demand. The company has a single salesperson, and their limited insight suggests demand for products developed by the organisation is likely to continue to increase.

The Board is exploring a range of different short and long-term approaches that they could use in order to respond to this situation.

Evaluate the different short and long-term approaches that are available to the Board, recommending a course of action for the organisation to take.

**Intention**

*To allow learners to analyse the options available to the organisation to respond to the situation. The evaluation should consider the potential increase of demand, and the potential need to verify this further. The response should consider the different mechanisms for supporting an organisation to expand its operation, reflecting that this may mean increased resource within multiple areas. The learner will make recommendations based on that evaluation.*

**Indicative content**

**Short-term approaches**

- Validate with further evidence that the demand is a long-term change in behaviour, rather than short-term/one-off
- Implement short-term response to manage current production volumes - e.g. increase staff head count with use of agency staff/temporary staff
- Review and prioritise existing workforce – identifying any opportunities to redeploy, increase work hours, reduce other activities that staff are working on etc.
- Long-term response to increase production capacity - reconsider options for number of production staff (staff to unit ratios), increase use of automation

**Long-term approaches**

- Increase the sales team/ outsource market insight activity
- Review existing workforce – identifying any opportunities to redeploy, increase work hours etc.
- Increase production capacity – recruitment of staff, increased production lines
- Identify opportunities for increased automation

- Investment of sales profit in increasing capabilities (Staff, automation)

**Justify recommendations**

- Benefits of increasing sales team/role of sales team (e.g. support market insight, identify trends earlier, greater confidence in insights)
- Effectiveness of short-term options to support a rapid increase in production (e.g. use of agency staff)
- Manage effectiveness of increased operation versus mitigating risk to overall costs to the organisation
- Methods of building and supporting a long-term increase in demand (e.g. investment, use of capital from record sales to be invested into developing capability to support longer term growth)
- Balance of risk and how this is weighted

**Guidance**

**Max marks**

**Test Spec ref & AO**

**Band 1 (1-3 marks)**

**Band 2 (4 – 6 marks)**

**Band 3 (7 – 9 marks)**

**Band 4 (10 – 12 marks)**

***For no awardable content, award 0 marks***

Applies basic understanding of different approaches that may be considered in response to the scenario.

Demonstrates a basic level of analysis of the different approaches available to respond to the scenario.

Applies a good understanding of how different approaches can be considered and how they support the organisation based on the scenario.

Demonstrates a good use of analysis of the range of approaches available to respond to the scenario.

Applies a thorough understanding of how different approaches can be considered and how they support the organisation based on the scenario, offering accurate chains of reasoning.

Demonstrates a thorough use of analysis of the different range of approaches available to respond to the scenario.

Applies a comprehensive understanding of how different approaches can be considered and how they support the organisation based on the scenario and using detailed and accurate chains of reasoning.

Demonstrates comprehensive use of analysis of the different range of approaches available to respond to the scenario.

**12**

**2.2  
AO2 4  
AO3 8**

	<p>Demonstrates basic evaluative skills when considering the approaches that can be recommended as a suitable course of action.</p> <p>The response lacks clarity and is generally poorly structured.</p>	<p>Demonstrates good evaluative skills when considering the range of approaches that be recommended as a suitable course of action, with some reasoning presented for the course of action selected.</p> <p>The response is generally clearly expressed, with some consideration to structure of response.</p>	<p>Demonstrates thorough evaluative skills when considering the range of different approaches that can be recommended as a suitable course of action, with accurate reasoning presented for the course of action selected.</p> <p>The response is clearly expressed and has been well-structured.</p>	<p>Demonstrates comprehensive evaluative skills when considering the range of different approaches that can be recommended as a suitable course of action, with a detailed and accurate level of reasoning presented for the course of action selected.</p> <p>The response is fully coherent and is articulated using an optimal structure.</p>		
<b>KO</b>	KO2 People					
<b>Paper</b>	36 lines					

**Q20**

A member of staff who works for a leading hotel chain sent out a negative social media post about the organisation. The post has gone viral, being picked up by both local and national media. Employees from different roles and positions from across the organisation have commented on the social media post, expressing different opinions on what was presented. The senior management team have expressed their concern at the behaviour of staff in response to this issue.

Evaluate the potential effectiveness of different approaches that the management team might take to minimise the potential impacts of the situation on the organisation.

**Intention**

*To allow learners to reflect the impact of behaviour on an organisation and reflect the importance of behaviour being in-line with expectations within codes of conduct and practice. Learners will analyse the impact – and then evaluate the potential options open to the senior management team to respond.*

**Indicative content**

**Potential impacts**

- Organisational reputation across the chain
- Brand image
- Lowers sales/profits
- Increased complaints
- Team conflict
- Reduced productivity/ team performance
- Negative work environments
- Higher absenteeism
- Increased staff turnover

**Approaches**

- Reinforce agreed policies on behaviour, including social media use
- Develop policies to outline expectations on behaviour
- Reflect the code of conduct/ethics of the organisation
- Outline the potential consequences of the behaviour

- Team development activities
- Discussions with more senior colleagues to lead by example
- Embed behaviour expectations into core values
- Set up a staff committee to provide a forum for discussions if there are issues
- Ensure alignment of values across the chain

**Effectiveness**

- Ability to be transmitted to and engaged with by all staff
- Focus on reflection of roles and responsibilities, level of staff – importance of leading by example, staffing hierarchies
- How it will develop staff culture/ethics
- Transparency of information
- The benefit of being seen as taking a positive/balanced response

**Guidance**

**Max marks**

**Test Spec  
ref & AO**

**Band 1 (1-3 marks)**

**Band 2 (4 – 6 marks)**

**Band 3 (7 – 9 marks)**

**Band 4 (10 – 12  
marks)**

***For no awardable  
content, award 0  
marks***

Applies basic understanding of the importance of workplace behaviour.

Demonstrates a basic level of analysis of the impact of behaviour on the organisation, relevant to the scenario.

Applies a good understanding of the importance of workplace behaviour and how it applies to the scenario.

Demonstrates a good use of analysis of the impact of behaviour on the organisation, relevant to the scenario.

Applies a thorough understanding of a range of different reasons for the importance of workplace behaviour and how it applies to the scenario, offering accurate chains of reasoning.

Demonstrates a thorough use of analysis of the impact of behaviour on the

Applies a comprehensive understanding of a comprehensive range of reasons for the importance of workplace behaviour and how it applies to the scenario, using detailed and accurate chains of reasoning.

Demonstrates comprehensive use of analysis of the impact

**12**

**7.3  
AO2 4  
AO3 8**

	<p>Demonstrates basic evaluative skills when considering the approaches that can be taken in order to respond. There is limited consideration of the effectiveness of approaches as part of the evaluation.</p> <p>The response lacks clarity and is generally poorly structured.</p>	<p>Demonstrates good evaluative skills when considering the effectiveness of a range of different approaches that can be used to respond, with some reasoning presented on how they respond to a small number of impacts.</p> <p>The response is generally clearly expressed, with some consideration to structure of response.</p>	<p>organisation, relevant to the scenario.</p> <p>Demonstrates thorough evaluative skills when considering the effectiveness of a range of different approaches that can be used to respond, with a detailed reasoning presented on how they respond to a range of impacts.</p> <p>The response is clearly expressed and has been well-structured.</p>	<p>of behaviour on the organisation, relevant to the scenario.</p> <p>Demonstrates comprehensive evaluative skills when considering the effectiveness of a range of different approaches that can be used to respond with detailed and accurate reasoning presented on how they respond to a wide range of impacts.</p> <p>The response is fully coherent and is articulated using an optimal structure.</p>		
<b>KO</b>	KO7 Business Behaviours					
<b>Paper</b>	36 lines					



**Q21**

An organisation has become concerned about its large customer service team. The team has a heavy workload and have recorded a significant level of casual sickness and experienced a higher turnover of staff compared to other teams within the business. Exit interviews of recent leavers has referenced high stress levels and a lack of personal support as being reasons for their departure.

The management team are looking at different approaches that will support the customer service team.

Evaluate the potential impacts of different approaches on the customer service team.

**Intention**

*To allow learners to demonstrate understanding of how organisations can support their people based on a situation as presented in the scenario, with an analysis of a range of different approaches, evaluating the impact on the team.*

**Indicative content**

**Approaches**

- Well-being initiatives
- Review of work processes/procedures
- Work allocation/capacity/resource reviews
- Mindfulness workshops
- Employee support programmes
- Breakout areas
- Flexible working
- Mentoring

**Potential positive impacts-employees**

- Improved health behaviours (diet, exercise, sleep patterns).
- Positive working environments
- Increased engagement in work
- Increased job satisfaction
- Higher morale levels
- Reduced health risks
- Reduced stress

<p><b>Potential negative impacts-employees</b></p> <ul style="list-style-type: none"> <li>• Feel pressured into participating.</li> <li>• Private medical information may be required and considered intrusive.</li> <li>• Insurance may be refused/premiums increased if health issues arise/non-participation.</li> </ul>					
<b>Guidance</b>				<b>Max marks</b>	<b>Test Spec ref &amp; AO</b>
<b><u>Band 1 1-3 marks</u></b>	<b><u>Band 2 4-6 marks</u></b>	<b><u>Band 3 7-9 marks</u></b>	<b><u>Band 4 10-12 marks</u></b>	12	2.4 AO2 (4) AO3 (8)
<p><b><i>For no awardable content, award 0 marks</i></b></p> <p>Applies a basic understanding of the approaches that would be used to respond to issues presented in the scenario.</p> <p>Demonstrates a basic level of analysis of a limited number of approaches available to the organisation, considering the scenario, a limited range of impacts are considered.</p>	<p>Applies a good understanding of different approaches that would be used to respond to issues presented in the scenario.</p> <p>Demonstrates a good use of analysis of the different approaches available to the organisation and how they apply to the scenario, a good range of impacts are considered in some detail.</p>	<p>Applies a thorough understanding of a range of different approaches that would be used to respond to issues presented in the scenario, offering accurate chains of reasoning.</p> <p>Demonstrates a thorough use of analysis of a range of different approaches available to the organisation and how they apply to the scenario. A thorough range of impacts are considered in detail.</p>	<p>Applies a comprehensive understanding of a range of approaches that would be used to respond to issues presented in the scenario, using detailed and accurate chains of reasoning.</p> <p>Demonstrates comprehensive use of analysis of the range of different approaches available to the organisation and how they apply to the scenario. A comprehensive range of</p>		

	<p>Demonstrates basic evaluative skills when considering the impacts of different approaches.</p> <p>The response lacks clarity and is generally poorly structured.</p>	<p>Demonstrates good evaluative skills when considering the impacts of different approaches with some reasoning presented.</p> <p>The response is generally clearly expressed, with some consideration to structure of response.</p>	<p>Demonstrates thorough evaluative skills when considering the range of different impacts of different approaches with accurate reasoning presented.</p> <p>The response is clearly expressed and has been well-structured.</p>	<p>impacts are considered in comprehensive detail.</p> <p>Demonstrates comprehensive evaluative skills when considering the range of different impacts of different approaches with detailed and accurate reasoning presented.</p> <p>The response is fully coherent and is articulated using an optimal structure.</p>		
<b>KO</b>	KO2 People					
<b>Paper</b>	36 lines					

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