

**Qualification: 4406-031/531 Level 3 Coordinating Business Support –
Theory exam**

June 2018

1	State one advantage of an hierarchical organisational structure.		
	Acceptable answer(s)	Guidance	Max mks
	Employees are given very clear roles and responsibilities. Clear chain of command. Employees know where to go with regards to promotion as they can clearly see the next step up.	One mark for any one benefit. Other valid answers are acceptable.	1
2	a) Name the regulations relating to working hours.		
	b) State two of the key points an organisation will have to consider.		
	Acceptable answer(s)	Guidance	Max mks
	a) The Working Time Regulations. b) The key points to be considered are: The maximum weekly working time limit. Night work limits. Health assessments for night work. Special regulations for young workers. Statutory entitlement to paid leave for most workers.	One mark for correctly naming the regulation. One mark for each key point. Other valid answers are acceptable.	3

3	Give three reasons for management advocating staff have a good work/life balance.		
	Acceptable answer(s)	Guidance	Max mks
	The answers could include: <ul style="list-style-type: none"> • to create a happy workforce • improve staff retention • decrease absence rates • increase staff motivation • decrease health issues • address possible gender imbalance making the work more attractive to working parents. 	<p>One mark for each correct answer to a maximum of three marks.</p> <p>Other valid answers are acceptable.</p>	3
4	Describe one driver for change in a business.		
	Acceptable answer(s)	Guidance	Max mks
	<p>Political – an organisation can be affected by any political change, wars, political stability, government policy, tax policy and trade agreements.</p> <p>Economic – there can be a number of economic drivers, e.g. an ageing society or class change (a rise in the population seen as middle class can create a change in products required). There can also be changes in demographics and when, e.g. there is an increase in the youth population in an emerging market there is a need for new training and education systems.</p> <p>Social – social drivers can be many and varied from changing work environments, changing or flexible working hours.</p> <p>Technical – an organisation needs to remain competitive and so needs to look at new product development, adopting innovative technology, use of social media and improving processes to produce results such as revenue and a competitive advantage.</p> <p>Legal – the legislative changes and policy initiatives that can impact business.</p> <p>Environmental – this can range from climate change, natural resource constraints and the transition to the greener economy all of which can drive change in an organisation.</p>	<p>Candidates can select any of the drivers listed. Answers should demonstrate an understanding of the drivers, but do not need to be as comprehensive as the answers given.</p> <p>One mark for identifying a driver and up to two marks for the description.</p>	3
5	Identify the principle of communication that stipulates how an organisation’s documentation is presented.		
	Acceptable answer(s)	Guidance	Max mks
	House style.	One mark for correct answer.	1

6	Describe one of the techniques used in conflict management.		
	Acceptable answer(s)	Guidance	Max mks
	<p>Win-win which is also known as collaborating, is where the parties could work together and satisfy the concerns of all parties. It is where the parties work together to come to a mutually beneficial result.</p> <p>Compromising is where collaborating or forcing do not work. It is used when time is a factor and can provide a temporary solution while still looking for a win-win. It is where there is a quick and mutually acceptable solution which partially satisfies both parties.</p> <p>Smoothing, also known as accommodating, where one accommodates the concerns of the others first of all, rather than one's own concerns. It can be used when one party accepts they are wrong or when it is accepted the issue is not as important to one side as it is to the other.</p>	<p>Candidates can select any of the techniques listed. Answers should describe the technique selected, but do not need to be as comprehensive as the answers given.</p> <p>Up to two marks for the technique described.</p>	2
7	Describe what is meant by each of the following.		
	<p>a) Internal customer.</p> <p>b) Business to business (B2B).</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>a) An internal customer is usually, although not necessarily, directly connected to the organisation and can be a colleague, stakeholder, employee, other department. Those not directly connected could be, for example, regulators, suppliers.</p> <p>b) Business to business is when one business makes a commercial transaction with another, e.g. when a food manufacturer buys raw materials.</p>	<p>The examples here are general outlines of the answers. There are two marks for a correct description of each.</p> <p>Total of four marks.</p>	4
8	State one method of verbal communication and two methods of non-verbal communication.		
	Acceptable answer(s)	Guidance	Max mks
	<p>Verbal: Oral presentation Questioning Face-to-face.</p> <p>Non-verbal: Facial expressions Body language Active listening Email Letters.</p>	<p>One mark for each correct answer to a maximum of three marks.</p> <p>Other valid answers are acceptable.</p>	3

9	A friend setting up a hairdressing business asks you for advice on the type of legal business entity they should consider. Explain two suitable types of business entity.		
	Acceptable answer(s)	Guidance	Max mks
	<p>A sole trader is suitable when the hairdresser is working alone. It is easy to set up as a sole trader by just registering as self-employed with no registration fees. You keep all profits and make all decisions. It is a simple way of operating.</p> <p>Private Limited Company (Ltd) is an option if you want the security of having limited liability of loss. You will separate your business from your own personal possessions, so they will not be at risk unlike when a sole trader. It can make you appear more professional and can offer tax advantages.</p>	<p>One mark for each correctly identified legal business entity, to a maximum of two.</p> <p>Two marks for each developed explanation for those identified, to a maximum of four marks.</p>	6
10	Describe the impact of the legal requirement for Health and Safety training on the a) employer b) employee.		
	Acceptable answer(s)	Guidance	Max mks
	<p>a) For employers – loss of productive time, cost to the business, safer workplace, fewer accidents.</p> <p>b) For employees – staff are more likely to be more Health and Safety aware, more likely to notify their employer of any work situation which a person would immediately see as a danger, can add to pressure of workload.</p>	<p>Two marks for each impact described. A maximum of four marks.</p> <p>Alternative valid answers are acceptable.</p>	4

11	<p>You have been asked to handle a customer complaint.</p> <p>a) Describe why building a rapport is important in handling the complaint.</p> <p>b) Identify the type of questioning to be used when clarifying understanding of the complaint, stating why it is used.</p> <p>c) Describe why it is important to maintain detailed records in complaint handling.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>a) Building a rapport is likely to mean that the customer will become more trusting and easier to handle. They will be more co-operative.</p> <p>b) In order to clarify understanding a closed questioning will be used to get answers of either yes or no which will confirm if your understanding is correct or not.</p> <p>c) It is important to keep accurate records to check if there are trends occurring and there is more than one complaint about a product meaning some additional checks or recalls may be necessary.</p>	<p>a) Two marks for a correct description.</p> <p>b) The answer given is a closed question, but the candidate may give another answer which must have a correct justification of use. Two marks, one for the type of questioning and one mark for why it is used.</p> <p>c) Two marks for correct description.</p> <p>Alternative valid answers are acceptable.</p>	6
12	<p>Explain why it is important to show respect to your customers.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>Example 1 – to ensure your customer will trust you and from that you may build a rapport.</p> <p>Example 2 – to comply with equality legislation and protect the reputation to the business.</p> <p>Example 3 – showing respect will encourage customer loyalty and reduce cost to the business through customer retention.</p>	<p>The answer must be a correct explanation, for two marks.</p> <p>Three example answers are given, alternative valid answers are acceptable.</p>	2

13	<p>a) Describe how Finance, Resources and Market Research would be involved in an organisation's expansion plans.</p> <p>b) Identify one other requirement for business development.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>a) Finance will be required so that there is money available to spend on the expansion. There will also be a requirement to monitor costs. Resources will include people, products/services, raw materials etc. and will be required to be in the right place at the right time to ensure successful expansion. Market Research would be required to study the market and assess where expansion may be possible.</p> <p>b) The other requirements are: Entrepreneurship Innovation External environment analysis Legal business entity.</p>	<p>a) Two marks for each correct description, to a maximum of six marks.</p> <p>b) One mark for any one answer from the list provided.</p>	7
14	<p>Explain three ways in which customer rapport can be built.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<ul style="list-style-type: none"> • Greeting: smiling and greeting a customer in a friendly manner gives a positive first impression which is the start to building a rapport. • Exchanging information: it is important in any customer situation to exchange information, because clear communication with the customer builds trust and therefore rapport. • Use of language: using language that matches the customer's language or varying voice tone and pitch helps build rapport by showing empathy and understanding. • Respect to customers and their needs: this will encourage a feeling of trust and recognition of needs and will encourage satisfaction, both of which builds rapport. 	<p>The three ways must give an explanation with the candidate showing understanding of how rapport can be built.</p> <p>Two marks for each correct answer, to a maximum of six marks.</p> <p>Four example answers are given, but alternative valid answers are acceptable.</p>	6

15	<p>Describe two reasons why</p> <p>a) it is important that records are kept on the outcomes of calls</p> <p>b) call monitoring is required.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>a) Answer 1: Call records allow a business to assess trends and issues and see where improvements can be made.</p> <p>Answer 2: Call records allow management to assess staff and decide where training is required to ensure staff are performing to the required standard.</p> <p>b) Answer 1: Call monitoring is used when there are legislative or regulatory requirements that need to be adhered to, e.g. when calls are made relating to financial matters and they need to be listened to check requirements are met.</p> <p>Answer 2: Calls are monitored by organisations to check the standard of the call handler and to see if further training is needed.</p>	<p>Two marks for each reason described in parts a) and b). A maximum of four marks for each part.</p> <p>There are two examples for each part, but alternative valid answers are acceptable.</p>	8
16	<p>a) Define a flat organisational structure.</p> <p>b) Describe one advantage and one disadvantage of this type of structure.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>a) A flat structure has no middle management layer between top management and operational staff.</p> <p>b) An advantage of a flat structure is it allows for speedier communication between staff as there are fewer levels of management.</p> <p>A disadvantage is that management can lose control as there are too many staff to manage effectively, i.e. very large or diverse teams.</p>	<p>a) Two marks for correct definition.</p> <p>b) Two marks each for correct description of one advantage and one disadvantage, to a maximum of four marks. Alternative valid answers are acceptable.</p>	6

17	<p>Your organisation is moving to a new town closing its present operation. As your organisation is a large employer, the move will have an effect on local communities.</p> <p>Discuss the plan your organisation should put in place to effectively move its operation to the new location 200 miles away, taking into account its business and social responsibilities.</p>		
	Acceptable answer(s)	Guidance	Max mks
	<p>Indicative content</p> <p>Business operations</p> <ul style="list-style-type: none"> • How communication of the move is made to all stakeholders, e.g. unions, shareholders, staff, public, local community, suppliers • Ethical principles and social responsibility • Human resource issues • Legislation • Change management, including barriers to change • Effects on reputation • Handling of complaints/feedback. <p>Corporate social responsibility</p> <ul style="list-style-type: none"> • Organisation's assessment of its effect on the environment and social wellbeing of others • What can be done to minimise the effect on staff and the local communities. 	<p>Band 1 (1 – 5 marks) Little recognition of examples, limited reference made to reasons, lack of coherence with few links, limited attempt to provide balanced argument with minimal justifications made. Lack of recognition of business operations and social responsibility.</p> <p>Band 2 (6 – 10 marks) Recognition of some examples. Some reference made to reasons or links, recommendations made with reasonable coherence and considerations, justified balanced argument. Some recognition of business operations and social responsibility.</p> <p>Band 3 (11 – 15 marks) Appropriate reference made across correct examples, sound reasoning / recommendations made with comprehensive coherence and considerations, well balanced and justified argument. Demonstration of understanding of business operations and social responsibility.</p>	15