

**4406-531 MARCH 2018**

**Level 3 Advanced Technical Diploma in Coordinating Business Support**

Level 3 Coordinating Business Support – Theory exam

Marking scheme

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Q	Acceptable answer(s)	Guidance	Max mks	Ref.
1	<p>Private – Private companies are PLCs, Limited companies, Sole traders, partnerships.</p> <p>Public – Public bodies are local authorities, government departments.</p> <p>Voluntary – Voluntary organisations are charities, social enterprise.</p>	<p>1 mark for identifying <b>each</b> sector and the relevant example.</p> <p>The candidate may answer giving an example of an actual organisation which is acceptable if named within the correct industry sector.</p>	<b>3</b>	301.1.1
2	<p>Example 1: New employment legislation can have a financial impact as it may result in increased staff costs, e.g. increasing leave entitlement, maternity / paternity amendments.</p> <p>Example 2: New employment legislation may have an impact on recruitment as there may be new restrictions limiting the number of people eligible.</p> <p>Example 3: New employment legislation may result in staff rota issues as working hours may be affected.</p>	<p>2 marks for a description.</p> <p>There are a number of examples of answers. Whatever the example, it <b>must</b> show the impact of the introduction of the new legislation, highlighting what the impact will be on the organisation.</p>	<b>2</b>	301.2.2
3	<p>Any <b>two</b> from the following:</p> <p><b>Behavioural</b> – is self-confident and has a strong personality.</p> <p><b>Participative</b> – is often called the democratic leadership style. The input of the team and peers is valued and listened to, but the final decision is that of the participative leader.</p> <p><b>Situational</b> – likes to be directive and supportive while empowering and coaching.</p> <p><b>Contingency</b> – different situations call for different characteristics, with no particular leadership profile.</p> <p><b>Transactional</b> – sets goals and employees receive rewards when the goals are achieved. Encourages innovation.</p> <p><b>Transformational</b> – requires management to be involved in achieving goals. They need to focus on the big picture while delegating smaller tasks to the team.</p> <p><b>Authentic</b> – where the person is aware of their strengths, their limitations and emotions. They show themselves to others and do not show one side in public and another in private. They put their goals beyond their own self-interest and connect with staff.</p>	<p>2 marks for a description of <b>each</b> leadership style to a <b>maximum</b> of 4 marks.</p> <p>There are seven examples provided, however candidates may identify others.</p> <p>Accept any correct reasonable descriptive response.</p>	<b>4</b>	301.3.1

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4	To ensure: Resources required can be detailed Market research outcomes can be shown Financial resources can be identified	1 mark for a correct statement.  Accept any correct reasonable statement.	1	301.4.1
5	Examples identified are: Mission statement Policies Protocols Contracts Notes Minutes Emails Letters Websites Social media Images	1 mark for <b>each</b> correct answer to a <b>maximum</b> of 3 marks.  There are a number of examples, but there could be others suggested by the learner.  They will only be required to identify <b>three</b> possible types – no description or explanation is necessary.	3	305.1.2
6	Unsolicited feedback is feedback you haven't looked for or requested. It should be used when someone wants to have their say and feel they have a possible chance of seeing a change or, e.g. when service is not as expected and immediate feedback is given.	There is one example answer given.  The candidate may come up with their own answer and will get 2 marks for the correct meaning of unsolicited feedback and 1 mark for when such feedback should be used.	3	305.2.2
7	Example 1 – Rapport is when you treat people in a certain way and they will respond in a similar way, making working with them easier. Example 2 – If you do what you say then trust will be built and customers are likely to return which for any business is important. Example 3 – Understanding how customers want to be communicated to is important and by learning from it you can communicate in a way that helps to develop a relationship.	There are three sample answers, but the candidate may have their own similar answer.  The candidate will get 2 marks for giving a description which relates rapport, trust or communication to customer service.	2	305.3.2
8	Example 1: Closed questioning will be used to clarify details and will be used when a yes or no answer is required.  Example 2: Probing questioning will be used when a deeper understanding of the customer needs is required.	1 mark can be given for the type of questioning and 1 mark for the example of when it would be used, to a <b>maximum</b> of 2 marks. Accept other correct reasonable answers.	2	305.5.2

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9	<p>The governance of a charity is about: Ensuring it operates within the law and regulatory requirements. Responsibility for the not-for-profit organisation's performance. Agreement of broad strategies and its purpose. Being governed by a board of trustees that takes overall responsibility for its work.</p> <p>While trustees are responsible for the governance of a charity, a board of directors is responsible for corporate governance, i.e. governance of a PLC.</p> <p>Shareholders have a role in governance of a PLC which is to appoint the directors and the auditors and to satisfy themselves that an appropriate structure is in place. Corporate governance essentially involves balancing the interests of a company's many stakeholders, such as shareholders, management, customers, suppliers, financiers etc. and is to ensure the long-term success of the company.</p>	<p>The candidate will get a <b>maximum</b> of 2 marks for describing how a charity is governed and a <b>maximum</b> of 2 marks for describing the governance of a PLC and 2 marks for the description of a difference.</p> <p>An example answer is shown.</p>	6	301.1.3
10	<p>Example of why needed – a termination process is important to safeguard both the employee and the employer and to ensure there is compliance with legislation and regulatory requirements. Examples of two items it should contain – a termination process states the period of notice to be given by an employee/employer and details of any potential financial reimbursement.</p>	<p>The candidate will receive 2 marks for explaining why a termination process is needed and a <b>maximum</b> of 2 marks for the identification of <b>two</b> items it may contain.</p> <p>An example of why it is needed is given and two items of possible content.</p>	4	301.2.1
11	<p><b>Clear values</b> – means the leader makes employees feel they know where they stand. They are also focused which benefits the organisation by ensuring they do not try to be all things to all people or try to do too much. They will say yes to the right things and know when to say no. <b>Emotional intelligence</b> – can guide thinking and behaviour in a leader. Those with high emotional intelligence have greater job performance and leadership skills which is positive for both the organisation and the employee. <b>Ability to inspire</b> – different people have the ability to inspire, but will do so in different ways. Those with the ability to inspire often display a focused approach and also have a clear picture of the future. They will also have an ability to communicate that to the team which in turn benefits the organisation.</p>	<p>a) 1 mark for <b>each</b> leadership quality identified, to a <b>maximum</b> of 2 marks.</p> <p>b) 2 marks <b>each</b> for describing the impact of the leadership quality on employees and the business, to a <b>maximum</b> of 4 marks.</p> <p>Any other valid answer is acceptable.</p>	6	301.3.2

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	<b>Entrepreneurship</b> – entrepreneurs manage a business along with its risks in order to make a profit, which is beneficial to the business. For the employees, the entrepreneur is seen as having good management skills and strong team building abilities.												
12	<table border="1"> <thead> <tr> <th>Development technique</th> <th>Advantage</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>Coaching</td> <td>Focuses on individual skills. Pinpoints behaviour that needs improving.</td> <td>Can be costly.</td> </tr> <tr> <td>Performance reviews</td> <td>Provides a structure for managers to give feedback to employees on performance and possible development.</td> <td>It can be perceived as ineffective, a waste of time and a negative experience.</td> </tr> </tbody> </table>				Development technique	Advantage	Disadvantage	Coaching	Focuses on individual skills. Pinpoints behaviour that needs improving.	Can be costly.	Performance reviews	Provides a structure for managers to give feedback to employees on performance and possible development.	It can be perceived as ineffective, a waste of time and a negative experience.
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	As above.	Above are examples of advantages and disadvantages. There is <b>one</b> mark for <b>one</b> advantage and <b>one</b> mark for <b>one</b> disadvantage per development technique. The total will be a <b>maximum</b> of 4 marks. It is important the candidate has given a description. Any other valid answer is acceptable.	<b>4</b>	301.3.3									
13	<ol style="list-style-type: none"> <li>1. A barrier to restructure can be a reluctance by the staff to change which means that change can be slow and may be disrupted by the lack of co-operation of the staff.</li> <li>2. A barrier can come from insecure leaders or those who are fearful in their own position within an organisation. They may be ineffective when it comes to planning, essential in a restructure.</li> <li>3. A barrier can be a lack of communication of the planned restructure resulting in, for example, the wrong facts being given or a lack of understanding, causing distrust or lack of willingness to back the restructure.</li> </ol>	<p>There are examples of three barriers noted here, but the candidate may suggest others.</p> <p>There are 3 marks for the explanation of <b>one</b> barrier's effect on a restructure.</p>	<b>3</b>	301.4.3									

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14	<p>a) and b)</p> <p>A balance sheet (statement of financial income) – a balance sheet is like a photograph taken at a particular time showing what the business owns and what the business owes at that time. Essential for financial planning.</p> <p>A profit or loss account (statement of comprehensive income/income statement) – shows the profit or loss of a business over a given period of time. It will show the revenue received and the costs involved in generating the revenue. Essential when making business decisions. Other correct terminology is acceptable.</p>	<p>a) There is <b>one</b> mark for identifying an example of financial information.</p> <p>b) <b>Three</b> marks for the importance of what is being communicated.</p> <p>The candidate may have alternative answers, but any answer must be an explanation.</p>	<b>4</b>	305.1.1
15	<p><b>Evaluation 1:</b> Team meetings are important to ensure all staff receive information on change at the same time.</p> <p>Effectiveness: This prevents miscommunication.</p> <p>Ineffectiveness: You cannot guarantee that participants listen, interpret and understand information being communicated.</p> <p><b>Evaluation 2:</b> It ensures the team know the current situation within the business.</p> <p>Effectiveness: An understanding of what needs to be done.</p> <p>Ineffectiveness: A large meeting can intimidate people, resulting in a reluctance in asking for clarification/further information.</p>	<p>A <b>maximum</b> of 3 marks per evaluation which <b>must</b> cover effectiveness and ineffectiveness.</p> <p>The evaluation <b>must</b> provide a two-sided argument to access all of the marks.</p> <p>The candidate <b>must</b> evaluate, and <b>not</b> just give a very short answer. The candidate may evaluate other valid answers to the examples provided.</p>	<b>6</b>	305.2.1
16	<p><b>Key indicators:</b></p> <p>Business finance, e.g. loss of sales revenue/increase in sales.</p> <p>Staff morale, e.g. an increase in staff morale means customers are more likely to have a more positive experience/poor customer service demoralises staff as well as customers.</p> <p>Customer retention, e.g. poor customer service can discourage customers meaning they will have no loyalty / good customer service should result in repeat business.</p>	<p>3 reasons to be given, up to 2 marks for <b>each</b> description.</p> <p>The candidate may describe any other valid answers to the examples provided.</p>	<b>6</b>	305.3.4
17	<p>Handling a customer complaint efficiently requires that there is quality in the data gathered, i.e. that it is current, is authentic and has a level of detail that fully explains the complaint, assisting in a successful outcome.</p> <p>It also needs to have quantity, i.e. that it is sufficient to give the required evidence needed to address the complaint.</p> <p>The information will also need to meet organisational or legal requirements.</p>	<p>Any answer given <b>must</b> be an explanation.</p> <p>The candidate may give an alternative to the answer here.</p> <p>Up to 6 marks for developing explanations of the need for quality and quantity.</p>	<b>6</b>	305.4.2

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18	<p><b>Indicative content</b></p> <ul style="list-style-type: none"> <li>• Key documentation, e.g. recruitment, selection, changing terms and conditions</li> <li>• The statutory entitlement(s): health and safety, equality and diversity, leave entitlement, working hours, payment, union membership (if applicable)</li> <li>• Techniques for the development of new staff: coaching, mentoring, performance reviews, training</li> <li>• Resource planning</li> <li>• Change management, e.g. expansion, restructure, diversification</li> <li>• Barriers to change</li> <li>• Verbal and non-verbal communication; communication of key information</li> <li>• Types of information and communication records</li> <li>• Different methods of monitoring communication and taking and addressing feedback</li> <li>• Information exchange.</li> </ul>	<p><b>Band 1 (1 – 5 marks)</b> 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.</p> <p><b>Band 2 (6 – 10 marks)</b> Recognition of a number of valid examples. Some reference made to reasons or links, recommendations made with reasonable coherence and considerations, justified balanced argument. At the top end of the band, candidates will show some relevance in their proposals.</p> <p><b>Band 3 (11 – 15 marks)</b> Appropriate reference made across correct examples, sound reasoning / recommendations made with comprehensive coherence and considerations, well balanced and justified argument. At the top end of the band, the candidates may start to justify their answer or draw conclusions.</p>	15	301. 2.1 301. 2.2 301. 4.1 301. 4.3  305. 1.1 305. 1.2 305. 1.3 305. 2.1 305. 2.2 305. 3.1 305. 5.1 305. 5.2 305. 5.4
		<b>Total marks</b>	<b>80</b>	