

# **Level 3 Business Administrator End-point Assessment (9473-12)**

**Version 1.4 (January 2022)**

**9473-301 Knowledge Test Guidance**

## **Contents**

---

### **Introduction**

**3**

---

About this document	4
1 Understand the organisation and the effect of external factors	5
2 Understand the fundamentals of business	6
3 Understand legislation and regulation relating to the administrative role	7
4 Understand the principles of stakeholder management	8
5 Understand project management	9
Additional Guidance	11
Task instructions for centres/employers/training providers	17

<b>Version and date</b>	<b>Change detail</b>	<b>Section</b>
1.4 January 2022	Updated additional guidance for Learning Outcome 2, Topic 2.2.	Page 13

# Introduction

## About this document

This document sets out the content that needs to be taught to prepare for the Knowledge Test component of the Business Administrator End-Point Assessment.

This content is divided into five areas of learning:

1. understand the organisation and the effect of external factors
2. understand the fundamentals of business
3. understand legislation and regulation relating to the administrative role
4. understand the principles of stakeholder management
5. understand project management

# 1 Understand the organisation and the effect of external factors

## Topics

- 1.1 explain the importance of an organisation's purpose
- 1.2 explain the importance of organisational aims and objectives
- 1.3 explain the effect of the wider economy on organisations
- 1.4 describe the external factors that affect organisations and their impact
- 1.5 explain the effect of the political environment on organisations
- 1.6 describe what is meant by a PESTLE analysis

### Topic 1.1

#### Purpose:

- vision
- mission
- values

### Topic 1.3

#### Wider economy eg:

- inflation
- labour market
- financial market eg currencies, stock exchange/stock markets
- global market eg currency, culture, trade restrictions

### Topic 1.4

#### External factors eg:

- market forces
- policy and regulatory change
- supply chain
- international and global market

### Topic 1.5

**Political factors eg:** government action being local, regional, national and international

### Topic 1.6

#### PESTLE Analysis:

- political
- economic
- social
- technological
- legal
- environmental

## 2 Understand the fundamentals of business

### Topics

- 2.1 describe the principles of managing change
- 2.2 explain the impact of change to the administrative role
- 2.3 describe the application of business finance in the administrative role

#### Topic 2.1

##### Principles:

- start and lead from the top
- make the case
- involve all staff
- engage with all
- move into the new way thinking
- consider solutions
- assess and adapt

#### Topic 2.2

##### Impact of change (on):

- stakeholders (internal) eg staff, customers
- stakeholders (external) eg banks, Government, Agencies, suppliers, customers

#### Topic 2.3

##### Business Finance:

- billing
- budgets
- costings
- financial processes
- invoicing
- payments (including payment methods)
- purchase orders
- petty cash
- procurement
- contracts
- tenders
- purchase requisition

### 3 Understand legislation and regulation relating to the administrative role

#### Topics

- 3.1 explain the legislation relating to data protection
- 3.2 describe the importance of data protection in the administrative role
- 3.3 explain the legislation and regulations relating to health and safety
- 3.4 describe the importance of health and safety in the administrative role
- 3.5 explain the importance of promoting adherence to legislation and regulatory practice

#### Topic 3.1

**Data protection:** General Data Protection Regulation (GDPR)

#### Topic 3.2

**Importance of data protection:**

- confidentiality
- safety of data
- use of data
- personal responsibility
- organisational responsibility
- retention of data
- hard and soft copy

#### Topic 3.3

**Health and safety:**

- Health and Safety at Work Act
- Management of Health and Safety at Work Regulation
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)
- Control of Substances Hazardous to Health (COSHH)
- Display Screen Equipment (DSE)

## 4 Understand the principles of stakeholder management

### Topics

- 4.1 describe stakeholders and their relationship to an organisation
- 4.2 explain the principles of stakeholder management
- 4.3 explain the importance of stakeholder management

#### Topic 4.1

##### Stakeholders (internal and external):

- staff
- organisation
- customers/clients
- shareholders
- suppliers
- partner organisations
- international stakeholders and/or suppliers
- creditors

#### Topic 4.2

##### Principles:

- acknowledge and monitor
- listen and communicate
- adopt processes
- recognise interdependence
- work co-operatively
- acknowledge potential conflicts



## 5 Understand project management

### Topics

- 5.1 describe the principles of project management
- 5.2 explain the tools used in project management and their purpose
- 5.3 describe the resources used in project management
- 5.4 explain what makes a successful project

#### Topic 5.1

##### Principles:

- project objectives eg SMART
- project constraints/barriers eg costs, time, scope, quality
- projects risks
- project life cycle ie initiating/start-up, planning, executing, monitoring and controlling closing/close-up, evaluation/lessons learnt
- milestone
- project documentation eg project charter, project plan, change log

#### Topic 5.2

##### Tools:

- Gantt chart
- scheduling
- work breakdown structure
- product breakdown structure
- risk analysis/risk matrix
- project

##### Purpose (of the tools):

- initiate
- scope
- plan
- monitor
- report
- evaluate

#### Topic 5.3

##### Resources:

- people
- facilities
- equipment
- finance – budgeting eg top-down
- technology – eg asset register
- property

## **Topic 5.4**

### **Successful project:**

- leadership
- communication – oral/written
- review
- contingency
- planning
- recording, reporting
- closure
- commitment
- skilled/knowledgeable staff
- time/quality/budget
- deliverables

## Additional Guidance

### 1 Understand the organisation and the effect of external factors

Topic 1.1: The purpose of an organisation depends on what the organisation does and who it is serving. An organisation's mission statement defines the purpose of the organisation and, in turn, what it does and who it serves. The mission statement is also the organisation's reason for existing. An organisation will have a vision which is where it aims to go over long term. In addition an organisation has values which represent what the organisations stands for.

Topic 1.2: For an organisation it is important to have aims and objectives because they cover the organisation's aims to achieve as well as the outcomes. Aims and objectives assist an organisation by making its purpose clearer. Aims are known as statements of intent and they set out what the organisation hopes to achieve. Objectives should be specific statements that define measurable outcomes.

Topic 1.3: The wider economy covers a number of areas as follows:

- inflation, which is a general increase in prices and fall in the purchasing value of money. This affects the organisation by putting pressure on them through the increase of prices in order to cover cost, the prices the organisation sell at, whether it sells products or services, or the cost of what they purchase as an organisation.
- labour market affects an organisation as staff need to carry out the work necessary, however if qualified staff are not available, the organisation will find it costly to recruit. In addition, if there is a favourable market, staff will be tempted to leave and move to other organisations, often competitors.
- financial market, a broad term describing any marketplace where buyers and sellers participate in the trade of assets such as equities, bonds, currencies and derivatives. Financial markets are typically defined by market forces. The financial market has an impact on organisations as it dictates interest rates, what they can borrow and what they can earn in terms of interest. Currency rates can also affect those organisations who buy or sell overseas. The financial market can also affect the share price of an organisation. In addition the financial market will cover the stock exchange, which does not own shares but acts as a market where those wanting to buy stocks can connect with those selling. Stocks can be traded on one or more possible exchanges throughout the world. The stock market is where stocks are traded, whilst a stock exchange is more specific to the place where the trading is carried out.
- global market affects the wider economy through cultural differences. There are many cultural differences such as language, values and what things mean in one country may not be seen in the same way in another. Currency can also affect the global market as there can be fluctuations that will affect the price of goods that are exported and imported. Trade restrictions have to be considered eg some countries set quotas where they limit the amount of imported goods to protect the domestic businesses. Trade barriers can include taxes, tariffs and duties. These are applied to protect the country's own industries.

Topic 1.4: The external factors that affect an organisation are:

- market forces which are the 'economic factors affecting the price of, demand for, and availability of a commodity. In general, excess demand causes prices and quantity of supply to rise, and excess supply causes them to fall'.

- policy and regulatory change is where there may be some changes in legislation, regulations which in turn require a change to policies in the organisation. The policies and procedures require to be altered to put in place those legislative and regulatory changes.
- supply chain which is the flow of goods and services from raw materials to the customer. The supply chain affects the organisation as it requires to be smooth and efficient and any issue can affect the running of the organisation. The supply chain dictates who the people are within the organisation that contribute to the delivery of a product or service. This, in a larger organisation may look like a family tree showing people and departments, or different parts of the business, that have connections to one another. In a smaller organisation one person may have to take on many of the roles that are looked after by specialist departments in larger organisations.
- international and global market can have an impact on an organisation at any time through for example climate issues, like a hurricane, which can affect crops that may be crucial to an organisation, or a change in a government's policy which affects the organisation's ability to trade in a country or area.

Topic 1.5: The effect of the political environment on an organisation can be varied from tax rises/decreases, legislation change eg regarding health and safety which could affect the ability of an organisation to produce their goods.

Topic 1.6: PESTLE is:

- P for Political
- E for Economic
- S for Social
- T for Technological
- L for Legal
- E for Environmental

A PESTLE Analysis (sometimes referred to as PEST Analysis) is used as a tool by organisations to track the environment they operate in. It can also be used as a tool when organisations are planning to introduce a new service, product or project. It allows organisations to look at what influences the way they operate including the effects of these influences. Some may refer to E as Ethics. A PESTLE Analysis encourages organisations to look at external factors that may have possible negative or positive effects on themselves. PESTLE can be helpful in the development of a business plan or strategy.

## **2 Understand the fundamentals of business**

Topic 2.1: The principles of managing change require that organisations should start and lead from the top, by knowing exactly what they want to achieve and need to do, moving on to making the case for change and then once getting approval, let all staff know. Involving and engaging staff in any change is vital, as it is important staff understand what will be happening and what the effect will be on them because of the change. Staff need to be informed and be encouraged to assess and adapt, embracing the new way of thinking. They will also need to consider what it means and possible solutions to any difficulties that may arise.

Topic 2.2: The impact of change to the administrative role can affect internal stakeholders, such as staff, who may have to change roles, work remotely, or in extreme cases lose their jobs. Change can negatively affect staff if they are not kept informed, as staff can be against the change and not work positively to enable its introduction. External stakeholders, such as external customers, can also be affected as change may affect costs or levels of service. By making a change and affecting customers this may, in turn, affect the organisation who may eventually lose those customers. Change can also be forced on an organisation due to necessary production changes, equipment updates or legislative requirements, such as those which were introduced as a result of Brexit. These can be costly but equally it can result in cost savings and therefore having a positive effect on the organisation and ultimately on customers and staff. Change can also have an effect on other external stakeholders, such as suppliers and shareholders.

Topic 2.3: Business finance covers a wide range of activities and disciplines around the management of money and assets, which in the administrative role can cover the financial process and within that budgeting, costings, billing, invoicing and purchasing.

### **3 Understand legislation and regulation relating to the administrative role**

Topic 3.1: The regulation relating to data protection is the General Data Protection Regulation (GDPR), which is intended to strengthen and unify data protection for all individuals within the European Union. Legislation is updated from time to time and the GDPR is the most important change to data privacy. It aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. The key principles of the previous act still hold true with:

- Fairness and Transparency - Organisations must always process personal data lawfully, fairly, and in a transparent manner.
- Purpose Limitation - Organisations can collect personal data only for specified, explicit, and legitimate purposes. They cannot further process personal data in a manner that's incompatible with those purposes.
- Data Minimisation - Organisations can collect only personal data that's adequate, relevant, and limited to what's necessary for the intended purpose.
- Accuracy - Personal data must be accurate and, where necessary, kept up to date.
- Data Deletion - Personal data must be kept only for as long as it's needed to fulfil the original purpose of collection.
- Security - Organisations must use appropriate technical and organisational security measures to protect personal data against unauthorised processing and accidental disclosure, access, loss, destruction, or alteration
- Accountability - A data controller is responsible for implementing measures to ensure that the personal data it controls is handled in compliance with the principles of the GDPR.

Topic 3.2: Data protection is crucial in the administrative role as the role involves constantly dealing with data and that data is often protected and so must be kept confidential. Data is protected by the regulation and it defines the ways in which information about living people may be legally used and handled. The main intention of the regulation is to protect individuals against

misuse or abuse of information about them, ensuring compliance with the law and the safety and confidentiality of data, which within the administrative role is a key part.

Topic 3.3: The legislation and regulation relating to health and safety include for example:

- Health and Safety at Work Act
- Management of Health and Safety at Work Regulations
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)
- Control of Substances Hazardous to Health (COSHH)

There are many other regulations within the Act, many of which are fairly specific to certain roles. Within the administrative role, regulations such as The Health and Safety (Display Screen Equipment) Regulations 1992 aim to protect the health of people who work with DSE. The Regulations were introduced because DSE has become one of the most common kinds of work equipment.

Topic 3.4: Health and safety is important in the administrative role as like any part of business there are hazards and risks. It is important to note that health and safety does not only relate to the use of machinery but can also relate to stress, fatigue and eye strain.

Topic 3.5: The importance of promoting adherence to legislation and regulatory practice cannot be emphasised enough. It is important to comply with legislation and regulation regardless of the nature of the business. There is a need to have good management and to be socially responsible as well as compliant.

#### **4 Understand the principles of stakeholder management**

Topic 4.1: A stakeholder is 'a person with an interest or concern in something, especially a business' and these can be the staff within the organisation, the customers, the shareholders (if relevant), the suppliers, the creditors and of course the organisation itself. Each entity, will have a certain relationship to an organisation.

Topic 4.2: Stakeholder management is important to ensure the successful delivery of any activity. Managing staff, for example, is vital to ensure efficiency, whilst managing suppliers is vital to ensure costs are controlled and supply continued, whilst managing shareholders is also vital to ensure the successful continuation of the organisation.

Topic 4.3: Stakeholders can be managed through planning and control. There must be a strategy in place with firstly the organisation recognising who the stakeholders are and their influence and interest, then actively communicating with them and influencing and engaging with them in an appropriate way.

#### **5 Understand project management**

Topic 5.1: As part of the principles of project management objectives should be set and known. Objectives should be SMART – Specific Measurable, Achievable, Realistic and Time-bound. Planning is vital as without a strong, well laid out and agreed plan the project is unlikely to succeed in an efficient and cost-effective manner.

The constraints and barriers, such as cost, legislation, scope and quality should always be recognised, considered and not ignored. A project also needs to have a time span indicating the start and projected finish time. Risk should always be identified and controlled. Reporting of how risk(s) is being managed and constantly being recognised is vital to ensure any issues do not arise if they could have been foreseen as a possibility and dealt or controlled in advance. Projects have a life cycle ie from initiating/start-up, planning, executing, monitoring and controlling, leading to closing/close-up and at the end evaluation resulting in analysing lessons learnt. Projects have milestones and documentation, such as project charter, project plan, change log.

Topic 5.2: There are many tools used in project management, some examples are listed below:

- Gantt chart, which was developed by an American engineer. It aims to provide a graphical illustration of a schedule that helps to plan, co-ordinate, and track specific tasks in a project
- scheduling, includes day to day activities to organise daily work. However within a project it can be used to set when an activity should start or end, depending on its duration, resource availability, and target completion date of the project
- work breakdown structure, is a method of providing a way to incorporate project details as they become available without having to prepare a new estimate or budget
- product breakdown structure, is used to analyse, document and communicate the outcomes of a project as well as to reduce a complex project, or product, into manageable components
- risk analysis, identifies and analyses possible risks to a project. Risk analysis can help identify and understand the risks that could be faced in a project. It helps the management of risks, minimising their impact on plans.
- risk matrix, is a matrix that is used during risk assessment to define the level of risk by considering the probability or likelihood. This is a simple mechanism to increase the visibility of risks and assist management in decision making.
- project report, highlights the successes, lessons learned and performance in order to ensure a final sign-off and it also assists in learning for future projects.

The purpose of project management tools is to assist throughout a project from beginning to end in order to:

- initiate
- scope
- plan
- monitor
- report
- evaluate

Topic 5.3: The resources used in project management include:

- people involved such as staff, contractors
- facilities required to ensure completion. These could include administrative facilities and support
- equipment involved in what is necessary for a project, from large, heavy equipment to computers
- finance needed from beginning to end and the stages it needs to be available at. There is usually

- a set budget to be worked to and directions should be given from the top-down
- technology, which can be varied according to the project
- asset register, which is a list of the assets owned by a business. It contains details on each fixed asset to track their value and physical location. It indicates the quantity and value of things like office equipment, motor vehicles, furniture, computers, communications systems and equipment.
- property, being land or buildings.

Topic 5.4: A successful project depends on the commitment, skills, knowledge and experience, and often work ethics, of those involved, as without this a project can be difficult to run, organise and control. With knowledge and experience, barriers and risks (and conflicts) can be overcome. A successful project is also dependent on the running and control of finances.

The success of a project also depends on strong leadership, ensuring clear communication throughout (both oral and written). A project should be planned and include contingency plans. A plan should be reviewed regularly to monitor progress and any necessary changes implemented. A project will have a budget and have set deliverables, with set timescales and quality to be met against the deliverables. Records require to be kept and used to report the progress of a project. A project requires to be closed off appropriately with an evaluation, so that any lessons learnt can be used in future projects.



## **Task instructions for centres/employers/training providers**

- The test can be taken at any time during the End-point Assessment phase, however it is recommended to take it before moving to the portfolio-based interview and project/improvement presentation
- This knowledge test is available on demand through e-volve. No reservation request is needed.
- This is a 60 minute, on-demand, 4-option, multiple choice test
- Apprentices are allowed an additional 5 minutes reading time prior to commencing the test
- There are 50 questions in the test
- It is externally set and marked
- An invigilator will need to be provided for the test, as defined by the JCQ instructions for conducting examinations
- Apprentices should be prepared for the test
- A sample paper is available on the website.

## Useful contacts

### **Centres**

Exam entries, Certificates,  
Registrations/enrolment, Invoices, Missing  
or late exam materials, Nominal roll reports,  
Results

---

**E: [centresupport@cityandguilds.com](mailto:centresupport@cityandguilds.com)**

---

### **Learners**

General qualification information

---

**E: [learnersupport@cityandguilds.com](mailto:learnersupport@cityandguilds.com)**

---

### **Other contacts**

For other contacts visit the Contact Us page  
of our website

**W: [www.cityandguilds.com/help/contact-us](http://www.cityandguilds.com/help/contact-us)**

## About City & Guilds

As the UK's leading vocational education organisation, City & Guilds is leading the talent revolution by inspiring people to unlock their potential and develop their skills. We offer over 500 qualifications across 28 industries through 8500 centres worldwide and award around two million certificates every year. City & Guilds is recognised and respected by employers across the world as a sign of quality and exceptional training.

## City & Guilds Group

The City & Guilds Group operates from three major hubs: London (servicing Europe, the Caribbean and Americas), Johannesburg (servicing Africa), and Singapore (servicing Asia, Australia and New Zealand). The Group also includes the Institute of Leadership & Management (management and leadership qualifications), City & Guilds Licence to Practice (land-based qualifications), the Centre for Skills Development (CSD works to improve the policy and practice of vocational education and training worldwide) and Learning Assistant (an online e-portfolio).

## Copyright

The content of this document is, unless otherwise indicated, © The City and Guilds of London Institute and may not be copied, reproduced or distributed without prior written consent. However, approved City & Guilds centres and candidates studying for City & Guilds qualifications may photocopy this document free of charge and/or include a PDF version of it on centre intranets on the following conditions:

- centre staff may copy the material only for the purpose of teaching candidates working towards a City & Guilds qualification, or for internal administration purposes
- candidates may copy the material only for their own use when working towards a City & Guilds qualification

The Standard Copying Conditions (see the City & Guilds website) also apply.

Please note: National Occupational Standards are not © The City and Guilds of London Institute. Please check the conditions upon which they may be copied with the relevant Sector Skills Council.

Published by City & Guilds, a registered charity established to promote education and training

**City & Guilds**  
**1 Giltspur Street**  
**London EC1A 9DD**

**[www.cityandguilds.com](http://www.cityandguilds.com)**