



# Practice Papers: Paper 2

*for T Level Management and Administration*

[zigzageducation.co.uk](https://zigzageducation.co.uk)

POD  
11166

Publish your own work... Write to a brief...  
Register at [publishmenow.co.uk](https://publishmenow.co.uk)

Follow us on X (Twitter) [@ZigZagBusiness](https://twitter.com/ZigZagBusiness)

# Contents

<b>Product Support from ZigZag Education .....</b>	<b>ii</b>
<b>Terms and Conditions of Use .....</b>	<b>iii</b>
<b>Teacher’s Introduction.....</b>	<b>1</b>
Specification Map.....	2
<b>Write-on Papers .....</b>	<b>3</b>
Practice Paper A .....	3
Practice Paper B .....	13
Practice Paper C .....	23
Practice Paper D.....	33
<b>Non-write-on Papers .....</b>	<b>43</b>
Practice Paper A .....	43
Practice Paper B .....	45
Practice Paper C .....	47
Practice Paper D.....	49
<b>Mark Schemes.....</b>	<b>51</b>
Practice Paper 2A .....	51
Practice Paper 2B .....	63
Practice Paper 2C .....	73
Practice Paper 2D.....	84

# Teacher's Introduction

This set of practice papers is designed to adhere to the format of Core Exam Paper 2 of the City & Guilds T Level Technical Qualification in Management and Administration. The papers cover core content relating to Quality and Compliance, Finance Principles, Policies and Procedures, and Project and Change Management. They mirror the exam structure, command words and types of questions that students will face in their examination.

## Remember!

Always check the exam board website for new information, including changes to the specification and sample assessment material.

Each paper comes with its own mark scheme, with example responses for easier assessment; they cover the knowledge, understanding and skills students must show to achieve success in their exams, including maths skills in questions requiring calculations.

### Overview of assessment

Each paper has two sections:

- Section A contains 17 questions made up of short-answer questions and medium-answer questions worth 55% of marks.
- Section B contains four extended-response questions worth 45% of marks.

Students must answer all of the questions on the paper. Each examination has a duration of 2 hours 30 minutes.

*September 2024*

# Specification Map

Specification Reference	Paper 2A	Paper 2B	Paper 2C	Paper 2D
<b>3. Quality and Compliance</b>				
3.1 The importance of maintaining and improving quality in all aspects of public and private sector organisations	Q8, Q20	Q10	Q7, Q19	Q4
3.2 How quality is measured in different sectors through quality standards	Q2	Q4, Q18	Q1	Q6, Q21
3.3 The role of regulatory bodies and inspections	Q17	Q6	Q8	Q11
<b>4. Finance Principles</b>				
4.1 Common terms used in financial reporting	Q5, Q12, Q14	Q12, Q14, Q16	Q9, Q12, Q14	Q8, Q12, Q14
4.2 The role and purpose of financial reporting	Q5, Q12, Q14	Q12, Q14, Q16	Q9, Q12, Q14	Q8, Q12, Q14
4.3 Sources of finance for different types of organisations	Q1	Q17	Q2, Q18	Q19
4.4 Different forms of expenditure	Q15	Q3	Q10	Q16
4.5 How revenue and expenditure (including cash and profit) are tracked and controlled	Q18	Q7	Q6	Q13
<b>5. Policies and Procedures</b>				
5.1 How organisations develop policies and procedures and why	Q3, Q10	Q2, Q19	Q13	Q9
5.2 Establishing and monitoring key performance indicators (KPIs)	Q7	Q9	Q3, Q20	Q3
<b>6. Project and Change Management</b>				
6.1 Drivers of organisational change	Q6, Q9	Q1, Q21	Q5	Q15
6.2 Reasons why organisations need to make continuous improvements and innovations	Q4, Q19	Q15	Q4	Q10
6.3 Common change management theories and models	Q21	Q8	Q16	Q2, Q20
6.4 Project management methodologies and approaches	Q13	Q13	Q11, Q21	Q5, Q18
6.5 Project management tools and approaches	Q11	Q5	Q15	Q17
6.6 How to support and improve projects through research, evidence, and evaluation methods	Q16	Q11, Q20	Q17	Q7

## T Level in Management and Administration Core Content: Paper 2

### Practice Paper A

Name	
------	--

**Time allowed**  
2 hours 30 minutes

**Instructions**  
Answer **all** of the questions and use the resources provided.  
Show all your workings.

**Information**  
The total number of marks available for this paper is **100**. The number of marks available for each question is shown in brackets.

The quality of written response will be considered in **Section B** questions.

**Resources**  
You can use a calculator to complete this paper.

**COPYRIGHT  
PROTECTED**



Section A

1. What type of organisation is able to trade shares on the stock exchange?

.....

2. Name **one** organisation that sets cross-sector quality standards.

.....

3. Give **one** purpose of having policies and procedures for an organisation.

.....



INSPECTION COPY

4. State **two** reasons why organisations continuously improve and make innovation.

1. ....

2. ....

5. State **three** purposes of financial reporting for business organisations.

1. ....

2. ....

3. ....



INSPECTION COPY

6. Describe external drivers for change in an organisation.

.....

.....

.....

.....

7. Explain **one** benefit for an organisation of using key performance indicators.

.....

.....

.....



INSPECTION COPY

INSPECTION COPY

**COPYRIGHT  
PROTECTED**



8. An organisation has developed a customer complaints policy.  
Describe **one** way in which a customer complaints policy can improve customer

.....

.....

.....

.....

.....

.....



INSPECTION COPY

9. A manager in a manufacturing organisation is carrying out a PESTLE analysis about environmental issues.  
Explain the potential impacts of **two** environmental factors that may be identified in a PESTLE analysis.

.....

.....

.....

.....

.....

.....



INSPECTION COPY

10. Explain **two** reasons why it is important for an organisation that manufactures appliances to develop procedures for staff to follow.

1. ....

.....

.....

.....

.....

.....

2. ....

.....

.....

.....

.....



INSPECTION COPY

**COPYRIGHT  
PROTECTED**



11. Explain **two** project management tools that could be used to contribute to the success of projects.

1. ....  
.....  
.....  
.....  
.....

2. ....  
.....  
.....  
.....  
.....

12. Bert's Garden Centre sells plants. Bert wants to know the net profit margin of £300,000 and a net profit of £45,000.

Calculate the net profit margin.

.....  
.....  
.....  
.....

13. A team is planning a project which is complex (involves a number of tasks) and has different stakeholder groups.

Describe the ways in which the Agile project management methodology would be used for the effective management of the project.

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**COPYRIGHT  
PROTECTED**





14. Matrix Pens sells pens for £22 per unit. The variable cost per unit is £9, and

Using these figures, calculate:

a) Contribution per unit

.....  
.....  
.....

b) Break-even point in units

.....  
.....  
.....

15. Frosty Delights is a bakery producing cupcakes. They rent a shop on the high street and employ permanent staff on a full-time basis. They bake the cupcakes each day and produce 1000 cupcakes each day.

Explain the nature of fixed and variable costs in Frosty Delights bakery and write down three influences on overall expenditure.

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**COPYRIGHT  
PROTECTED**



16. Innovatech Limited are developing a new smart home device to revolutionise  
The technology will integrate functions such as security, energy management  
platform. They recognise the importance of carrying out research to ensure  
What type of research should Innovatech Limited carry out for their new sma  
why is it essential?

Dotted lines for writing the answer to question 16.



INSPECTION COPY

17. Freshbite, a manufacturer of ready meals is required to maintain a high level  
outbreak of food poisoning linked to its products, they are being inspected by  
Department of the Local Authority.

Explain the risks and penalties to Freshbite not being compliant with food hy  
safety regulations.

Dotted lines for writing the answer to question 17.



INSPECTION COPY

**COPYRIGHT  
PROTECTED**



Section B

18. A retail business has reached the end of its first year of trading and discovered it is unable to pay the VAT owing at the year end. The owner has not managed to carry out any proper planning or put in place any control or monitoring for revenue.

Analyse the importance of planning, tracking and controlling revenue and expenditure in the organisation, describing the risks associated with poor management of revenue.



INSPECTION COPY



INSPECTION COPY



INSPECTION COPY

INSPECTION COPY

**COPYRIGHT  
PROTECTED**



19. Shopfine, a retail organisation, wants to increase customer satisfaction and improve its stores. They want to improve the shopping experience for customers and reduce costs and waste within the stores. They are also committed to creating improvement and innovation within the organisation.

Evaluate the use of total quality management (TQM) and kaizen in relation to the above and explain how they will help in the implementation of continuous improvement. Use examples of the changes that might be made to illustrate your answer.

Dotted lines for student answer writing.



INSPECTION COPY



INSPECTION COPY



INSPECTION COPY

**COPYRIGHT  
PROTECTED**





21. A medium-sized sales organisation is introducing a new customer relationship because they want to improve interactions with customers, track customer sales and streamline processes. They are concerned that they are not making the most of their sales and are not building strong relationships with customers. As part of the change, they want to expand into new regions. The initiative has come from the board of directors, but the Sales Director and the sales team are reluctant to change and are resisting the change.

Evaluate the use of the ADKAR model to support change in this scenario.



INSPECTION COPY



INSPECTION COPY



INSPECTION COPY

COPYRIGHT  
PROTECTED



END OF PAPER

# Practice Paper A

## Section A

1. What type of organisation is able to trade shares on the stock exchange?
2. Name **one** organisation that sets cross-sector quality standards.
3. Give **one** purpose of having policies and procedures for an organisation.
4. State **two** reasons why organisations continuously improve and make innovation.
5. State **three** purposes of financial reporting for business organisations.
6. Describe external drivers for change in an organisation.
7. Explain **one** benefit for an organisation of using key performance indicators.
8. An organisation has developed a customer complaints policy.  
Describe **one** way in which a customer complaints policy can improve customer satisfaction.
9. A manager in a manufacturing organisation is carrying out a PESTLE analysis about environmental issues.  
Explain the potential impacts of **two** environmental factors that may be identified in a PESTLE analysis.
10. Explain **two** reasons why it is important for an organisation that manufactures appliances to develop procedures for staff to follow.
11. Explain **two** project management tools that could be used to contribute to the success of a project.
12. Bert's Garden Centre sells plants. Bert wants to know the net profit margin. The sales revenue is £300,000 and a net profit of £45,000.  
Calculate the net profit margin.
13. A team is planning a project which is complex (involves a number of tasks) and has many different stakeholder groups.  
Describe **two** ways in which the Agile project management methodology would be used for the effective management of the project.
14. Matrix Pens sells pens for £22 per unit. The variable costs per unit is £9, and the fixed costs are £100,000.  
Using these figures, calculate:
  - a) Contribution per unit
  - b) Break-even point
15. Frosty Delights is a bakery producing cupcakes. They rent a shop on the high street and employ permanent staff on a full-time basis. They bake the cupcakes each day and pack them for sale.  
Explain the nature of fixed and variable costs in Frosty Delights bakery and how these costs influence overall expenditure.

INSPECTION COPY

**COPYRIGHT  
PROTECTED**



16. Innovatech Limited are developing a new smart home device to revolutionise technology will integrate functions such as security, energy management and platform. They recognise the importance of carrying out research to ensure  
What type of research should Innovatech Limited carry out for their new smart home device? Why is it essential?

17. Freshbite, a manufacturer of ready meals, is required to maintain a high level of food safety. Following an outbreak of food poisoning linked to its products, they are being inspected by the Department of the local authority.  
Explain the risks and consequences to Freshbite not being compliant with food hygiene and safety regulations.



Section B

18. A retail business has reached the end of its first year of trading and discovered it is unable to pay the VAT owing at the year end. The owner has not managed to carry out any proper planning or put in place any control or monitoring for revenue.  
Analyse the importance of planning, tracking and controlling revenue and expenditure, describing the risks associated with poor management of revenue.

19. Shopfine, a retail organisation, wants to increase customer satisfaction and efficiency in its stores. They want to improve the shopping experience for customers and reduce costs and waste within the stores. They are also committed to creating continuous improvement and innovation within the organisation.  
Evaluate the use of total quality management (TQM) and kaizen in relation to continuous improvement and explain how they will help in the implementation of continuous improvement. Use examples of the changes that might be made to illustrate your answer.

20. You work for an NHS hospital organisation that is facing problems relating to efficiency in its departments. These include inefficiencies in the delivery of public services, lack of accountability in operations. Senior management have identified these challenges and improve the quality of delivery.  
Evaluate the importance of maintaining and improving quality in public sector organisations. Give specific reference to the issues identified and recommend ways in which this can be achieved.

21. A medium-sized sales organisation is introducing a new customer relationship management system because they want to improve interactions with customers, track customer sales and streamline processes. They are concerned that they are not making the most of their sales and build strong relationships with customers. As part of the change, they want to expand into new regions. The initiative has come from the board of directors, but the Sales Director is not fully aware about the change and the sales team are reluctant to change and are resisting the change.  
Evaluate the use of the ADKAR model to support change in this scenario.



END OF PAPER

COPYRIGHT PROTECTED





## **Preview of Questions Ends Here**

---

This is a limited inspection copy. Sample of questions ends here to avoid students previewing questions before they are set. See contents page for details of the rest of the resource.

# Mark Schemes

## Practice Paper 2A

### Section A

Q	Answer	Marks	AO	
1	Public limited company (PLC)	1	AO1a	Award 1
2	<ul style="list-style-type: none"> <li>European Foundation for Quality Management (EFQM),</li> <li>International Organization for Standardization (ISO)</li> <li>British Standard Institution (BSI)</li> </ul>		AO1a	Award 1 full name  Accept a cross-se
3	<ul style="list-style-type: none"> <li>Supporting efficient workflows</li> <li>Training equality</li> <li>Standardisation of processes</li> <li>Compliance with legal and regulatory obligations</li> </ul>	1	AO1a	Award 1  Accept a valid pu policies
4	<ul style="list-style-type: none"> <li>To stay relevant</li> <li>To open up new opportunities</li> <li>To develop staff</li> <li>To create a diverse workplace</li> <li>To target new markets</li> </ul>	2	AO1a	Award 1 to a max  Accept a reasons continua innovati
5	<ul style="list-style-type: none"> <li>Report on business income</li> <li>Examine resource usage</li> <li>Forecast and manage</li> <li>Cash flow</li> <li>Monitor business performance</li> <li>Aid decision-making</li> <li>Enable informed actions</li> </ul>	3	AO1a	Award 1 to a max  Accept a valid pu
6	External drivers for change are factors outside the control of the organisation (1) that lead to changes within the organisation (1).	2	AO1a	Award 1 maximum  Up to 1 example
7	<ul style="list-style-type: none"> <li>To align organisational activities with strategic objectives (1) to ensure work done contributes to main goals. (1)</li> <li>To monitor performance in the organisation (1) and ensure targets are being met. (1)</li> <li>To set clear expectations for employees (1) so they can be held accountable. (1)</li> </ul>	2	AO1b	Award 1 a maxim  Accept a explain
8	<p>A complaints policy makes the process clear and transparent (1), which means that customers know how to address any concerns (1), which builds trust with customers. (1)</p> <p>A complaints policy allows the collection of information about concerns (1) which can be used to identify recurring complaints (1) so that they can be addressed. (1)</p> <p>Having a clear complaints policy shows the organisation's commitment to customer service (1), and when customers see complaints being taken seriously (1) this can help to improve reputation and brand image. (1)</p>	3	AO1b	Award 1 to a max  Accept a underst of havin policy to

INSPECTION COPY

**COPYRIGHT  
PROTECTED**



## **Preview of Answers Ends Here**

---

This is a limited inspection copy. Sample of answers ends here to stop students looking up answers to their assessments. See contents page for details of the rest of the resource.