



Management and Administration

T Level | 8715



2022 specification
first exams in 2023

Practice Papers: Paper 1

for T Level Management and Administration

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Teacher's Introduction

This set of four practice papers is designed to adhere to the format of Core Exam Paper 1 of the 2022 City & Guilds T Level Technical Qualification in Management and Administration. The papers cover core content relating to Business Context, People, and Business Behaviours. 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.

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.

June 2024

Specification Map

Specification reference	Paper 1A	Paper 1B	Paper 1C	Paper 1D	
1. Business Context					
1.1	Types of organisations and the environments in which they operate.	Q1, Q12	Q18		Q14
1.2	How size, purpose and sector have an impact on organisations.	Q11	Q1	Q12	Q15
1.3	The economic, social and environmental impacts of organisations.	Q9	Q14	Q13	Q2
1.4	Legal entity types that organisations can form.	Q2	Q15	Q20	Q13
1.5	Organisational objectives and strategies for achieving them.		Q2	Q14	Q9
1.6	The different forms of governance that operate in organisations.	Q18	Q13	Q1	Q12
1.7	The main legislative and regulatory frameworks that apply to organisations.	Q5	Q7	Q3	
1.8	Different types of internal and external stakeholders and customers.	Q14	Q12	Q9	Q3
1.9	Impacts of current and emerging digital technologies.	Q13	Q9	Q15	Q4
1.10	Organisational culture and values.	Q16		Q4	Q18
1.11	The different methods and channels through which organisations communicate.		Q6		Q11
2. People					
2.1	The legislation which governs the employee lifecycle.	Q6	Q3	Q16	Q10
2.2	The ways in which different types of organisations ensure that they have the right people to meet their business aims including through deploying different recruitment channels and employment contracts.	Q3	Q16	Q7	Q19
2.3	The value and benefits of an equal, diverse and inclusive workforce to an organisation.	Q8	Q5, Q19	Q18	Q6
2.4	The importance and impact of employee well-being and resilience in organisations.	Q19	Q8	Q10	Q5
2.5	Different approaches to the way people are managed.		Q20	Q6	Q16
2.6	Approaches used by organisations to ensure that individuals develop the skills they need to contribute effectively to the organisation and its changing needs.	Q10	Q11	Q19	Q7
2.7	Team working and methods of working as part of a team.	Q15, Q21	Q10	Q11	Q20
7. Business Behaviours					
7.1	The importance of good communication and adapting social communication styles to professional standards and according to purpose, medium and audience.	Q4, Q7	Q21	Q17	Q1
7.2	The importance of self-management approaches.	Q20	Q17	Q5	Q8
7.3	The importance of individuals adapting their behaviour to the expectations and policies of the organisation including through compliance with codes of conduct and ethics.	Q17		Q2	Q21
7.4	The importance of acting with integrity and building trust with stakeholders and colleagues.		Q4	Q8, Q21	Q17

T Level in Management and Administration Core Content: Paper 1

Practice Paper A

Name	
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Time allowed

2 hour 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.

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Section A

1. Which sector describes organisations that are owned, operated or funded by

.....

2. What type of business is it where a single individual is self-employed and owns the business?

.....

3. Identify **one** recruitment channel that an employer could use to recruit new staff

.....

4. State **two** forms of written communication used in business to provide information

1.

2.

5. Give **two** possible impacts of a data breach in an organisation.

1.

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2.

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6. State **three** employee responsibilities for health and safety in the workplace

1.

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2.

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3.

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7. Explain the importance of good communication with employees in the workplace for the organisation.

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8. Explain **three** benefits to an organisation of having an equal, diverse and inclusive workforce.

- 1.
- 2.
- 3.

9. Explain **three** reasons why business organisations adopt corporate social responsibility.

-
-
-

10. Explain **two** ways in which workplace mentoring of individuals benefits the organisation.

- 1.
- 2.

11. A large banking organisation manages a variety of complex projects and operates in a highly competitive market.
Give **two** reasons why a hierarchical management structure may be suitable for this organisation.

- 1.
- 2.

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12. An individual is looking for work and is considering the benefits of working w

Explain **two** potential benefits that are associated with working within public compared to private sector organisations.

- 1.
- 2.



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13. An organisation is moving the majority of its customer communications online contact. They understand the need to protect users' data and privacy and ensure it is conducted responsibly.

Explain **one** action that the organisation can take to ensure users' data and privacy that customers feel safe when using online digital technologies.

-
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14. Two insurance organisations are merging but are keen to keep all employees. Describe **two** actions they can take to manage employee expectations and keep them engaged.

- 1.
- 2.



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15. A team have come up with a number of innovative solutions to a problem within a manufacturing organisation but are unsure how to put the ideas into action. Explain how the implementer in Belbin's team roles would help the team resolve the problem.

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16. Following a merger of two financial services organisations, the management of the merging organisations. They know they will need to reinforce the new culture of the merged organisation. Explain the actions management should take to establish the new culture within the merged organisation.

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17. A team member does not meet the expected standards of behaviour required working in line with organisational policies.

Explain how this may potentially impact the organisation and team members

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Section B

18. An external audit has identified some financial irregularities in the organisation and regulatory compliance. The finance director has resigned, and the board of directors has assigned responsibilities of senior managers to identify weaknesses in management.

The board want to know how the problem could have been identified earlier and how it could have been prevented. They also need to understand the potential consequences.

Analyse the importance of effective governance and how it would have supported the organisation in this situation.



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19. A medium-sized technology company is experiencing high levels of employee significant staff turnover and widespread stress. Leavers have complained about deadlines and insufficient personal support. The levels of stress negatively impact mental health and overall job satisfaction.

The management are looking at approaches they could use to support staff and reduce turnover and stress.

Evaluate the potential **positive** impact of different possible approaches on staff and the organisation.

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20. A busy marketing agency delivers high-profile campaigns for major clients. Projects require coordination across various departments. Each staff member has responsibilities. Effective self-management is crucial for the success of projects. Managers and team members of staff who have joined the agency straight from university do not have the necessary self-management skills. This is resulting in missed deadlines, poor communication and quality issues.

Evaluate the effectiveness of a range of self-management approaches for employees to address the issues that the organisation is facing.



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21. A software development company is working on a critical project to develop... The team is having difficulty meeting all the project objectives. An analysis of... team lacks members representing the Belbin team roles of completer finisher... the team has a number of specialists.

Evaluate the consequences of not having a completer finisher and a coordinator... several specialists, and how resolving these role issues could enhance the pr...



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END OF PAPER

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Practice Paper A

Section A

1. Which sector describes organisations that are owned, operated or funded by the state?
2. What type of business is it where a single individual is self-employed and owns the business?
3. Identify **one** recruitment channel that an employer could use to recruit new staff.
4. State **two** methods of written communication used in business to provide information.
5. Give **two** possible impacts of a data breach in an organisation.
6. State **three** employee responsibilities for health and safety in the workplace.
7. Explain the importance of good communication with employees in the workplace.
8. Explain **three** benefits to an organisation of having an equal, diverse and inclusive workforce.
9. Explain the reasons why business organisations adopt corporate social responsibility.
10. Explain **two** ways in which workplace mentoring of individuals benefits the organisation.
11. A large banking organisation manages a variety of complex projects and operates in a highly competitive market.
Give **two** reasons why a hierarchical management structure may be suitable for this organisation.
12. An individual is looking for work and is considering the benefits of working within public or private sector organisations.
Explain **two** potential advantages that are associated with working within public or private sector organisations.
13. An organisation is moving the majority of its customer communications online to contact. They understand the need to protect users' data and privacy and ensure that communications are conducted responsibly.
Explain **one** action that the organisation can take to ensure users' data and privacy are protected and that customers feel safe when using online digital technologies.
14. Two insurance organisations are merging but are keen to keep all employees employed.
Describe **two** actions they can take to manage employee expectations and keep them motivated.
15. A team have come up with a number of innovative solutions to a problem within a manufacturing organisation but are unsure how to turn the ideas into action.
Explain how the implementer in Bell's model of innovation would help the team realise their ideas.
16. Following a merger of two financial services organisations, the management are planning the merger of the organisations. They know they will need to reinforce the new culture.
Explain **two** actions management can take to establish the new culture within the organisation.
17. A team member does not meet the expected standards of behaviour required when working in line with organisational policies.
Explain how this may potentially impact the organisation and team members.

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Section B

18. An external audit has identified some financial irregularities in the organisation's regulatory compliance. The finance director has resigned, and the board of directors has assigned responsibilities of senior managers to identify weaknesses in management.

The board want to know how the problem could have been identified earlier and what has prevented. They also need to understand the potential consequences.

Analyse the importance of effective governance and how it would have supported the organisation in this situation.

19. A medium-sized technology company is experiencing high levels of employee turnover and widespread stress. Leavers have complained about long deadlines and insufficient personal support. The levels of stress negatively impact mental health and overall job satisfaction.

The management are looking at approaches they could use to support staff and reduce turnover and stress.

Evaluate the potential **positive** impacts of different possible approaches on staff and the organisation.

20. A busy marketing agency delivers high-profile campaigns for major clients. Projects require coordination across various departments. Each staff member has responsibilities. Effective self-management is crucial for the success of projects. Managers and senior members of staff who have joined the agency straight from university do not have self-management skills. This is resulting in missed deadlines, poor communication and quality issues.

Evaluate the effectiveness of a range of self-management approaches for employees to address the issues that the organisation is facing.

21. A software development company is working on a critical project to develop a new product. The team is having difficulty meeting all the project objectives. An analysis of the team shows it lacks members representing the Belbin team roles of completer finisher and team worker. The team has a number of specialists.

Evaluate the consequences of not having a completer finisher and a coordinator, and how resolving these role issues would enhance the project.

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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.

Practice Paper 1B

Section A

Q	Answer	Marks	AO	
1	Hierarchical	1	AO1a	
2	Short-term	1	AO1a	
3	<ul style="list-style-type: none"> Equality Act 2010 Health and Safety at Work Act 1974 	1	AO1a	Award 1 Accept a legislative work. (D
4	<ul style="list-style-type: none"> Openness Most of education Reliable 	2	AO1a	Award 1 Accept a trust.
5	<ul style="list-style-type: none"> Age Disability Gender reassignment Marriage and civil partnership Pregnancy and maternity Race Religion or belief Sex Sexual orientation 	2	AO1a	Award 1 given, to
6	<ul style="list-style-type: none"> Email Live chat Social media 	3	AO1a	Award 1 commun 3 marks Accept a example would b
7	<ul style="list-style-type: none"> To safeguard personal information from becoming public (1) which helps protect against fraud. (1) To regulate processing of information by organisations (1) so that information is not misused / used for purposes not agreed with customer. (1) To regulate information-sharing by organisations (1) so that information cannot be shared without permission. (1) To ensure accountability in relation to processing information (1) so that organisations take full responsibility for the data they hold. (1) To ensure confidentiality for individuals (1) so that personal details are not shared / made public. (1) 	2	AO1b	Award 1 of the pr maximum Accept a valid pu
8	<ul style="list-style-type: none"> Reduced sickness absence due to employees being less stressed. (1) Reduced staff turnover because employees are happier. (1) Increased staff satisfaction in workplace as staff feel valued. (1) To attract good employees due to better reputation. (1) 		AO1b	Award 1 to a ma Accept a impacts

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Q	Answer	Marks	AO	
9	<ul style="list-style-type: none"> Processes may be streamlined (1), making them more efficient (1) and, therefore, more productive. (1) Can collect and analyse larger amounts of data (1) which supports better decision-making (1), making the organisation more efficient/profitable. (1) Cost savings may be gained (1) through improved working of employees (1), reducing office rent/costs. (1) Can enable employees to contact with customers and increase customer satisfaction (1), leading to better reputation. (1) Provide opportunities for new products (1) based on new technologies (1) so increasing market share. (1) 	3	AO1b	<p>Award 1 of new t 3 marks</p> <p>Accept a new tec</p>
10	<ul style="list-style-type: none"> Functional teams (1) are based on specific functions and are responsible for carrying out tasks related to that function. (1) Cross-functional teams (1) are made up of people from different functions and address areas where coordination is / different perspectives are required. (1) Project teams (1) are put together to work on a specific project. (1) Virtual teams (1) are teams that are spread geographically and work together using digital technology. (1) 	4	AO1b	<p>Award u explanat</p> <p>Where t 1 mark the team</p>
11	<ul style="list-style-type: none"> Maslow's hierarchy of needs suggests that individuals have needs ranging from basic needs to higher level needs such as self-actualisation (1). Organisations can motivate employees by addressing needs at different levels. (1) Herzberg's two-factor theory suggests there are hygiene factors (e.g. salary, conditions) and motivators (recognition and achievement). (1) Organisations can focus on hygiene factors and motivators to improve employee engagement and job satisfaction. (1) Expectancy theory suggests that individuals are motivated where they are more likely to achieve outcomes. (1) Organisations can set achievable objectives. (1) Equity theory suggests that individuals assess fairness by comparing their effort/skills and rewards/recognition to others. (1) Organisations can ensure openness and transparency in reward and promotion policies. (1) 	4	AO1b	<p>For each for each of 2 mar</p> <p>(A total theories</p> <p>Accept a used to and job</p>

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Q	Answer	Marks	AO	
12	<ul style="list-style-type: none"> Clear communication (1) will ensure employees understand the reasons for the change and the changes to their job roles. (1) Training and skill development (1) will show commitment to employees and increase confidence of employees in using new processes. (1) Involvement and participation (1) will take account of employee views and suggestions and ensure employee voices heard. (1) Supportive management (1), who listen to employee concerns and address any resistance to change. (1) Continuous feedback (1) will help organisation evaluate the impact on employees and make necessary adjustments. (1) 	4	AO1b	<p>For each award 1 to a maximum of 4</p> <p>(A total of 4 approaches)</p> <p>Accepted approach on board</p>
13	<p>Governance is essential to ensure the effective management of the organisation (1) and accountability and sustainability. (1) Responsibilities include protecting financial accounts and public money, managing risk and ensuring success. (1)</p>	3	AO2	<p>Award 1 explanation</p> <p>Explanation on impact to achieve explanation acceptable</p>
14	<ul style="list-style-type: none"> Cost savings (1) – environmentally friendly practices such as waste reduction and fuel saving practices can be cheaper for the organisation. (1) Enhanced reputation (1) – sustainability and environmentally friendly initiatives can improve organisational reputation and attract more customers Risk management (1) – adopting environmentally friendly practices can reduce organisation’s risk of non-compliance with environmental legislation and regulation. (1) Increased innovation and efficiency (1) – changing to more sustainable practices encourages innovation and improvement. (1) Access to new markets and opportunities (1) – consumers often want products from more sustainable businesses. (1) 	4	AO2	<p>For each for each maximum</p> <p>(A total of 4 fully described)</p> <p>Accepted becoming and sustainability</p>
15	<ul style="list-style-type: none"> A limited company offers limited liability to shareholders (1) which means Kris’s personal assets are protected if the company goes into debt. (1) Private limited companies can have more credibility (1) in the eyes of customers and suppliers, appearing more stable and professional. (1) May have more access to finance (1) as they can issue shares to investors. (1) Can be more tax efficient (1) by paying salary to directors rather than taking profits. (1) 	6	AO2	<p>For each 1 mark</p> <p>For full explanation</p>

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Q	Answer	Marks	AO	
16	<ul style="list-style-type: none"> Permanent part-time contracts (1) are long-term contracts where employees work a number of set hours per week. (1) These would be suitable for year-round, regular afternoon hours. (1) Fixed-term contracts, either full- or part-time (1), where employees are engaged for a fixed period of time. (1) These would be useful for the summer season if hours required are known. (1) Zero-hours contracts (1) are flexible for the employer. Employees are only employed when required. (1) These could be useful when flexibility is required for summer season. (1) Agency contracts (1) where an agency sends required staff at short notice (1) could be useful for covering busy times at short notice. (1) 	6	AO2	<p>Award 1 explanation scenario</p> <p>For full explanation how it is scenario</p> <p>Acceptable explanation</p>
17	<ul style="list-style-type: none"> Goal-setting will help the team member organise their work and complete it on time. (1) Time-management skills will ensure that tasks are prioritised and met within deadlines. (1) Continuous learning / updating knowledge will ensure they have the knowledge to resolve customer queries. (1) Seeking feedback will help them to continuously improve their performance. (1) Being accountable will mean the team member takes responsibility for the work allocated and justify decisions made. (1) Knowing when to escalate an issue will mean that important issues are referred to the proper person and resolved in a timely manner. (1) Problem-solving/decision-making skills will support staff in resolving issues and making good decisions. (1) Training may help to improve knowledge and skills to generally improve performance. (1) Understanding own learning style will help to ensure self-development is effective. (1) 	6	AO2	<p>Award 1 to a manager</p> <p>Self-management linked to they will perform</p> <p>Acceptable demonstration the self-management</p>

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Section B

18. 9 marks: AO2 – 3 marks, AO3 – 6 marks

Intention: To allow learners to analyse the range of environments in which organisations impact organisations specifically related to an international context.

Indicative content

Practical issues

- Time zones differ which may affect management across different countries.
- Language barriers may arise when dealing with suppliers, staff, investors, etc.
- Currency rates will need to be considered converting pounds to euros and the other way round.

Political/cultural issues

- Competitive environment in Germany – organisation will need to carry out market research, branding, brands and brand loyalty.
- Cultural differences relating to consumer preferences, shopping habits, cultural differences.
- Supply chains, sourcing and logistics to supply goods to German outlets.
- Staff management practices and worker expectations may be different, different trade unions.
- Different regulatory environment means that the organisation will need to comply with, for example, imports/exports, employment, corporate structures, environmental regulations.
- May be local regulations in different regions.
- Different taxation systems mean there may be local taxes to pay and import/export duties.

Guidance

0 marks	Where there is no content that meets the requirements, award 0 marks.
Band 1 (1–3 marks)	<ul style="list-style-type: none"> • Learner demonstrates a basic understanding of the operating environment of organisations. • Learner provides a basic analysis of factors to be considered when moving into an international market. • The response is not clearly expressed and is mostly poorly structured.
Band 2 (4–6 marks)	<ul style="list-style-type: none"> • Learner demonstrates a good understanding of the operating environment of organisations and makes some links to the scenario. • Learner provides a good analysis of the factors to be considered when moving into an international market which are mostly relevant. • The response is mostly clearly expressed and well-structured.
Band 3 (7–9 marks)	<ul style="list-style-type: none"> • Learner demonstrates a comprehensive understanding of the operating environment of organisations with clear links to the scenario. • Learner provides a comprehensive analysis of factors to be considered when moving into an international market which are relevant. • The response is clear, articulate and suitably structured.

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19. 12 marks: AO2 – 4 marks, AO3 – 8 marks

Intention: To allow learners to demonstrate understanding of the value of equality, of organisations with an analysis and evaluation of the impacts and approaches that can be used to achieve this.

Indicative content



Impacts of an equal, diverse and inclusive workforce

- Enhanced innovation and creativity – diversity fosters creativity
- Improved decision-making – range of perspectives, reduced groupthink
- Broader talent pool with wider range of skills, talents and perspectives – also an improved reputation
- Increased employee commitment, satisfaction and retention as employees feel higher productivity and a more positive culture
- Enhanced reputation and customer loyalty as organisation shows fairness, equality and a more positive culture
- Better customer understanding where workforce better represents customer base

Approaches to achieving an equal, diverse and inclusive workforce

- Leadership commitment – senior managers need to set clear goals and demonstrate diversity and inclusiveness
- Diversity training and education
- Inclusive recruitment practices
- Career development programmes and mentorship
- Targets and benchmarks for diversity and active recruitment of under-represented groups
- Employee representatives and groups to promote diversity and inclusion
- Accountability for targets, monitoring and measurement.
- Equality and diversity policies
- Challenging poor attitudes to equality, diversity and inclusiveness

Guidance

0 marks	Where there is no content that meets the requirements, award 0 marks.
Band 1 (1–3 marks) 	<ul style="list-style-type: none"> • Learner demonstrates a basic understanding of the importance of diversity and inclusiveness and how the situation in the scenario affects the organisation. • Learner provides a basic analysis of a minimal number of suitable approaches to the scenario, and considers only a small number of positive impacts. • Learner provides a basic evaluation of the impacts of different diversity and inclusiveness. • The response is not entirely clear and is mostly poorly structured.
Band 2 (4–6 marks)	<ul style="list-style-type: none"> • Learner demonstrates a good understanding of the importance of diversity and inclusiveness and how the situation in the scenario affects the organisation. • Learner provides a good analysis of a number of suitable organisational approaches to the scenario, and considers, in detail, a good range of positive impacts. • Learner provides a good, mostly reasoned evaluation of the impacts of different diversity and inclusiveness. • The response is mostly clearly expressed and well-structured.
Band 3 (7–9 marks)	<ul style="list-style-type: none"> • Learner demonstrates a complete understanding of the importance of diversity and inclusiveness and a mostly coherent view of how the situation in the scenario affects the organisation. • Learner provides a complete analysis of a good range of suitable organisational approaches to the scenario. Learner considers, in detail, a good range of positive impacts. • Learner provides a complete, mostly reasoned evaluation of the impacts of different diversity and inclusiveness. • The response is clear and well-structured.
Band 4 (10–12 marks) 	<ul style="list-style-type: none"> • Learner demonstrates a comprehensive understanding of the importance of equality, diversity and inclusiveness and a coherent view of how the situation in the scenario affects the organisation. • Learner provides a comprehensive analysis of a full range of suitable organisational approaches to the scenario. Learner gives comprehensive consideration to both positive and negative impacts. • Learner provides a comprehensive, well-reasoned evaluation of the impacts of different diversity and inclusiveness. • The response is clear, articulate and suitably structured.

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20. 12 marks: AO2 – 4 marks, AO3 – 8 marks

Intention: To allow learners to reflect on the importance of different management styles and their advantages and disadvantages in an organisation; and to evaluate alternative management styles and their advantages and disadvantages.

Indicative content

Advantages and disadvantages of current management style

- Should identify authoritative management style.
- Advantages – quick decision-making, clear direction, manager has / manages all the resources.
- Disadvantages – employees feel disempowered, which leads to low morale and employees not encouraged to put forward ideas; control and lack of autonomy, poor performance as staff are disinterested and not engaged.

Advantages and disadvantages of alternative management styles

- Alternative management styles could include participative, delegative and pacesetter.

Participative

- Description – leaders involve employees in decision-making and encourage input.
- Advantages – employee engagement; enhanced decision-making and improved perspectives; ownership and commitment of decisions and outcomes; staff feel valued.
- Disadvantages – more time-consuming; can lead to conflict; inexperienced leaders may struggle with participative, leading to inefficiency; may need to train existing managers.



Delegative

- Description – laissez-faire, where authority and responsibility are delegated to employees to make independent decisions.
- Advantages – empowerment of staff; better skill development; better motivation, morale and job satisfaction; leads to increased flexibility as more people involved.
- Disadvantages – risk of miscommunication; loss of control; may be confusion over roles and responsibilities.

Pacesetter

- Description – where management set high standards for employees and lead by example, efforts and focus is on achievements.
- Advantages – high performance standards; drive efficiency and productivity with clear direction.
- Disadvantages – high pressure may lead to burnout and demotivation; speed at which decisions are made may be too fast.

Guidance

<p>0 marks</p> 	<p>There is no content that meets the requirements, award 0 marks.</p>
<p>Band 1 (1–3 marks)</p>	<p>Learner demonstrates a basic understanding of the issues with the current style and at least one possible alternative.</p> <ul style="list-style-type: none"> • Learner provides a basic analysis of current management style and its relevance to the scenario. • Learner provides a basic evaluation of some advantages and disadvantages of the current style and at least one other. • The response is not entirely clear and is mostly poorly structured.
<p>Band 2 (4–6 marks)</p>	<p>Learner demonstrates a good understanding of the issues with the current style and at least one possible alternative relevant to the scenario.</p> <ul style="list-style-type: none"> • Learner provides a good analysis of the current management style and its relevance to the scenario, identifying its relevance to the scenario. • Learner provides a good evaluation of a range of advantages and disadvantages of the current style and at least one other style relevant to the scenario. • The response is mostly clearly expressed and well-structured.
<p>Band 3 (7–9 marks)</p>	<p>Learner demonstrates a complete understanding of the issues with the current style and some clear reasoning for at least one possible alternative.</p> <ul style="list-style-type: none"> • Learner provides a complete analysis of the current management style and its relevance to the scenario, explaining its relevance to the scenario. • Learner provides a complete, well-reasoned evaluation of a range of advantages and disadvantages of the current style and at least one other style relevant to the scenario. • The response is clear and well-structured.
<p>Band 4 (10–12 marks)</p> 	<p>Learner demonstrates a comprehensive understanding of the issues with the current management style and coherent reasoning for at least one possible alternative relevant to the scenario.</p> <ul style="list-style-type: none"> • Learner provides a comprehensive analysis of the current management style and its relevance to the scenario, explaining its relevance to the scenario. • Learner provides a comprehensive, well-reasoned evaluation of a range of advantages and disadvantages of the current style and at least one other style relevant to the scenario. • The response is clear, articulate and suitably structured.

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21. 12 marks: AO2 – 4 marks, AO3 – 8 marks

Intention: To allow learners to demonstrate an understanding of using marketing communications to attract the right target audience and analyse and evaluate the current marketing communications and the new market opportunity.

Indicative content

Importance of using marketing communications to attract the right target audience

- Relevance to target audience
- Efficiency by focusing efforts
- Effectiveness of speaking directly to target audience
- Building relationships with audience

Current marketing communications

- Younger audience may not access printed magazine or the magazines used to attract the younger audience
- Country shows may not necessarily attract a younger audience unless they include youth-oriented events
- Printed catalogues to existing customers will not attract a new, younger audience
- Younger audience may not engage with printed material

Alternative marketing communications to attract younger audience

- Online platforms, e.g. Instagram, Facebook, Google Ads, fashion websites – high reach
- Email marketing campaigns offering discounts, updates and engaging content
- Social media marketing showcasing products
- Text message marketing with personalised offers and promotions
- Podcasts, vlogs and blogs using influencers in fashion and lifestyle
- Interactive content to provide immersive shopping experience

Guidance

0 marks	Where there is no content that meets the requirements, award 0 marks.
Band 1 (1–3 marks)	<ul style="list-style-type: none"> • Learner demonstrates a basic understanding of the importance of using marketing communications to attract the right target audience. • Learner provides a basic analysis of some of the different methods of marketing communications. • Learner provides a basic evaluation of the usefulness of some of the methods of marketing communications with limited links to the scenario. • The response is not entirely clear and is mostly poorly structured.
Band 2 (4–6 marks)	<ul style="list-style-type: none"> • Learner demonstrates a good understanding of the importance of using marketing communications to attract the right target audience which makes a clear link to the scenario. • Learner provides a good analysis of relevant methods of marketing communications. • Learner provides a good evaluation of the usefulness of some of the methods of marketing communications in attracting the younger audience. • The response is mostly clearly expressed and well-structured.
Band 3 (7–9 marks)	<ul style="list-style-type: none"> • Learner demonstrates a complete understanding of the importance of using marketing communications to attract the right target audience which makes a clear link to the scenario. • Learner provides a complete analysis of relevant methods of marketing communications. • Learner provides a complete evaluation of the usefulness of a range of marketing communications in attracting the younger audience in the context of the scenario. • The response is clear and well-structured.
Band 4 (10–12 marks)	<ul style="list-style-type: none"> • Learner demonstrates a comprehensive understanding of the importance of using marketing communications to attract the right target audience and the scenario. • Learner provides a comprehensive analysis of relevant methods of marketing communications. • Learner provides a comprehensive evaluation of the usefulness of a range of marketing communications and accurate consideration of the effectiveness of the methods of marketing communications suggested in the scenario. • The response is clear, articulate and suitably structured.

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