

**Pearson BTEC Level 3 Nationals
Diploma, Extended Diploma**

**Business / Enterprise and
Entrepreneurship**

**Unit 6: Principles of Management /
Unit 12: Principles of Management**

Part A

Wednesday 6 December 2017

Paper Reference

31588H

You must have:
Calculator

Instructions

- **Part A** contains material for the completion of the preparatory work for the set task.
- **Part A** is given to learners one week before **Part B** is scheduled. Learners are advised to spend no longer than six hours on **Part A**.
- **Part A** must be given to learners on the specified date so that learners can prepare in the way specified.
- **Part A** is specific to each series and this material must only be issued to learners who have been entered to undertake the task in the relevant series.
- **Part B** materials must be issued to learners during the period specified by Pearson.

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Instructions to Teachers/Tutors/Invigilators

This paper must be read in conjunction with the unit information in the specification and the BTEC Nationals Instructions for Conducting External Assessments (ICEA) document. See the Pearson website for details.

Learners should familiarise themselves with the specific case study given in this **Part A** booklet.

Learners are expected to spend up to six hours in undertaking **Part A**.

Centres must issue this booklet at the appropriate time and advise learners of the timetabled sessions during which they can prepare. It is expected that scheduled lessons or other timetable slots will be used for some or all of the preparation.

Learners **are not** permitted to take notes or any other materials into the supervised **Part B** assessment period.

The supervised assessment for **Part B** will take place in a timetabled period specified by Pearson.

Centres should schedule all learners at the same time or supervise cohorts to ensure there is no opportunity for collusion.

Learner's work for **Part B** must be completed on a computer.

Refer to the instructions both in this **Part A** booklet and the BTEC Nationals Instructions for Conducting External Assessments (ICEA) document to ensure that the preparatory period is conducted correctly and that learners have the opportunity to carry out the required activities independently.

Instructions for Learners

Read the Set Task Brief and Set Task Information carefully.

In **Part B** you will be asked to carry out specific written activities, under supervised conditions, using the information in this **Part A** booklet.

At all times you must work independently and must not share your work with other learners.

Your teacher/tutor will clarify when you can undertake the preparation.

Your teacher/tutor must not give you guidance on the Set Task Brief or **Part A** Set Task Information.

Your teacher/tutor must not give you feedback on your preparation.

Set Task Brief

You are working as an assistant in the Human Resource (HR) department of *Nugent and Barton Construction Company Ltd* (NBCC). The HR Director sends you the following email.

From: HRDirector@nbcc.uk
To: HR Assistant
Date: Today 09:15
Subject: Re: URGENT – Board of Directors' Meeting

Hi,

At the next Board of Directors' meeting, the department has been asked to submit documents to the CEO's personal assistant.

I need you to familiarise yourself with the given sector and company background information prior to producing the documents.

I expect this will take you up to six hours.

Thanks in advance.

HR Director

Part A Set Task Information

Sector and company background information

The construction sector

Construction is one of the largest sectors in the UK economy. In 2013 it comprised over 280,000 businesses with approximately 2.9 million employees. The UK construction sector has been a key driver of economic growth. However, it has been particularly vulnerable to changes in the external environment. The 2008 recession had a major impact on the sector with its contribution to the UK's value of goods and services produced falling from 8.9% in 2007 to 6.7% in 2011.

The UK construction industry remains one of the largest in Europe. There has been a growing demand for construction, both within the UK and globally. The UK has a good international reputation for construction services, especially for architecture and the development of advanced construction technologies.

The global construction market is transforming as it continues to move into green and sustainable construction, maximising opportunities presented by the digital economy. If the UK construction industry is to continue to take a leading role in this transformation it must be both ready for emerging challenges and, at the same time, maintain its competitiveness.

A major factor that can affect the competitiveness of businesses within the construction sector is the skills and flexibility of the workforce. The situation in the UK construction workforce is mixed. The proportion of people in the sector holding higher level qualifications continues to increase. However, there have been problems both with apprenticeships not being completed and in some cases the right apprenticeships not being available. Additionally, there are many vacancies that employers find difficult to fill with staff who have the correct skills, qualifications and/or experience. The industry has many self-employed workers and there continues to be little sustained training and development amongst the self-employed.

The UK construction industry is made up of three sub-sectors:

1. Contracting – the construction of buildings, civil engineering
2. Services – architectural, quantity surveying, wholesaling of construction materials, plumbing and heating equipment, renting and leasing of equipment
3. Products – manufacture of construction products and materials.

Table 1: UK construction industry productivity change and profitability 2008–2016

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Productivity % change	4.0	-2.0	10.0	23.0	1.5	2.0	1.5	0.5	0.5
Profitability %	9.6	9.9	7.5	5.0	3.0	2.0	2.1	2.8	2.8

Nugent and Barton Construction Company Ltd

Nugent and Barton Construction Company Ltd (NBCC) is a housebuilder and general construction company based in the West Midlands. It works within the contracting sub-sector of the UK construction industry.

NBCC was set up in 1975 and has grown into an award-winning company that has won the best medium-sized Housebuilder of the Year Award three times. In 2017 a new Managing Director was appointed following the retirement of the previous post holder. Some of the Directors also retired and there are a number of new appointments to the Board of Directors.

For *NBCC* to continue to be successful it needs to focus on maintaining a skilled and flexible workforce. This requires an effective human resource planning system which will allow *NBCC* to anticipate its labour needs and so meet its customers' demands effectively.

Part of human resource planning includes developing the skills, talents and potential of the existing staff. When vacancies arise *NBCC* is committed to attracting skilled and qualified young people and recruiting the best candidates available. It continues to invest in the training and development of these new staff and its existing employees. It does not currently employ apprentices but has done so in the past. *NBCC* has a young workforce and a much lower turnover of staff than is the average within the contracting sub-sector and the construction industry as a whole.

Table 2: Age distribution of NBCC staff

Age	Staff %
16–25	18
26–40	38
41–50	24
51–65	20

Table 3: UK construction industry staff turnover rates (%)
Averages for construction sector and contracting sub-sector 2008–2016

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Construction sector	6.4	4.8	2.4	3.3	2.5	3.0	4.0	5.0	5.0
Contracting sub-sector	9.6	6.3	4.8	6.2	5.8	6.1	7.0	8.1	8.0
NBCC staff turnover rates (%)									
	2008	2009	2010	2011	2012	2013	2014	2015	2016
NBCC	4.6	3.3	2.1	3.0	2.9	3.0	4.2	4.9	4.9

NBCC has always invested in its staff by providing training and development opportunities to employees at all levels, from young employees to senior managers. The purpose of the training programme is to develop employees' existing skills or for them to gain new ones, and is related to their existing work role. The development programme is about helping individuals to achieve their full potential regardless of whether this is related to their current job role.

Table 4: NBCC data

Net income	£3.24 million
Staff training days (average 2012–2017)	600
Training programme % of staff (average 2012–2017)	15%

As changes in the external environment and the need to be increasingly competitive impact on NBCC, the Board of Directors is going to discuss the effectiveness of the training and development programme. The Board recognises that while training and development brings benefits to both the business and the employee, it is a major cost to the company.

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Part B

Thursday 11 January – Friday 12 January 2018

Supervised hours: 3 hours

Paper Reference

31588H

You must have:

Calculator

Instructions

- **Part A** will have been used in preparation for completion of **Part B**.
- **Part B** contains material for the completion of the set task under supervised conditions.
- **Part B** should be undertaken in 3 hours during the assessment period of 2 days timetabled by Pearson.
- **Part B** is specific to each series and this material must only be issued to learners who have been entered to undertake the task in the relevant series.
- **Part B** should be kept securely until the start of the 3 hour supervised assessment period.

Information

- The total mark for this paper is 88.

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Instructions to Teachers/Tutors and/or Invigilators

This paper must be read in conjunction with the unit information in the specification and the BTEC Nationals Instructions for Conducting External Assessments (ICEA) document. See the Pearson website for details.

The **Part B** set task is undertaken under supervision in a single session of three hours on the timetabled days. Centres may schedule supervised rest break(s) during this session.

In order to enable learners to have access to computer resources, a period of two days is provided for centres to timetable assessment.

Centres should schedule all learners in the same session if possible and must release **Part B** to individual learners only for their scheduled sessions.

Learner's work for **Part B** must be completed on a computer.

All learner work must be completed independently.

Each learner's work must be authenticated by the learner and the teacher/tutor and/or invigilator using the authentication form provided in the Administrative Support Guide for this unit before being submitted to Pearson by the teacher/tutor and/or invigilator.

Refer carefully to the instructions in this task booklet and the BTEC Nationals Instructions for Conducting External Assessments (ICEA) document to ensure that the assessment is supervised correctly.

Learners must not bring anything into/take anything out of the supervised environment that is not specified in the Administrative Support Guide for this unit.

Learners are not permitted to take notes into the **Part B** supervised assessment.

Centres are responsible for putting in place appropriate checks to ensure that only permitted material is introduced into the supervised environment.

Maintaining security

- During supervised assessment periods, the assessment areas must only be accessible to the individual learner and to named members of staff.
- Learners can only access their work under supervision.
- During any breaks materials must be kept securely.
- Learner work must be backed up regularly.
- Any work learners produce under supervision must be kept securely.
- Learners are not permitted to have access to the internet or other resources during the supervised assessment period.

Outcomes for submission

Each learner will submit:

- a report on human resource planning and training and development
- a visual presentation on training and development.

A fully completed authentication sheet must be submitted by each learner.

Instructions for Learners

Read the set task information carefully.

This session is three hours.

Your teacher/tutor and/or invigilator will tell you if there is a supervised break.

Plan your time carefully.

You have prepared for the set task given in this **Part B** booklet.

You will complete this set task under supervision and your work will be kept securely during any breaks taken.

You must work independently throughout the supervised assessment period and you should not share your work with other learners.

Outcomes for submission

You will need to submit the following documents on completion of the supervised assessment period:

- a report on human resource planning and training and development
- a visual presentation on training and development.

A fully completed authentication sheet must also be submitted.

Set Task

You must complete both activities.

Activity 1

With reference to the information and data in the **Part A** Set Task Information, you are to prepare a report for the HR Director to present to the Board of Directors at *NBCC*.

Your report should:

- show your understanding of what human resource planning involves and its importance to *NBCC*
- make recommendations about the key issues to be considered by *NBCC* to maintain its competitiveness and continuing success.

The report should be word processed and in size 12-point font.

(Total for Activity 1 = 44 marks)

Activity 2

With reference to the information and data in the **Part A** Set Task Information, you are to prepare a presentation to be given to *NBCC*'s Board of Directors. The presentation must be accompanied by speaker's notes/script. The presentation should:

- show your understanding of the different approaches to training and development available to *NBCC*
- make recommendations about how *NBCC* can measure the effectiveness of training and development undertaken by its staff.

(Total for Activity 2 = 44 marks)

TOTAL FOR PAPER = 88 MARKS

Part A Set Task Information

The construction sector and company background information

Construction is one of the largest sectors in the UK economy. In 2013 it comprised over 280,000 businesses with approximately 2.9 million employees. The UK construction sector has been a key driver of economic growth. However, it has been particularly vulnerable to changes in the external environment. The 2008 recession had a major impact on the sector with its contribution to the UK's value of goods and services produced falling from 8.9% in 2007 to 6.7% in 2011.

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