

Pearson BTEC Level 3 Nationals Diploma/Extended Diploma

January 2019

Paper Reference **31588H**

**Business/Enterprise and
Entrepreneurship**

Unit 6/12: Principles of Management

Part A

You must have:

Calculator, note paper and pen

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 approximately six hours on **Part A**.
- **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

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** paper.

Learners are advised to spend approximately six hours on **Part A**.

Centres must issue this **Part A** 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 timetabled 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 work for **Part B** must be completed on a computer.

Refer carefully to the instructions in this **Part A** paper 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 **Part A** 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 your 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 a researcher for a management consultancy contracted by *Anvil Cloud Ltd*. Your manager has asked for your support before a meeting with Pam Grainer, founder of *Anvil Cloud Ltd*.

Your manager has sent you the text and data contained in the **Part A** Set Task Information.

Your manager expects you to familiarise yourself with this information. He will contact you next week when he finalises the tasks he needs you to complete.

Your manager expects you to spend approximately six hours on this preparatory work.

Part A Set Task Information

Employee Engagement

Google has a worldwide workforce of over 50 000 employees. Since Google was founded in 1998 it has frequently held the top spot on the Fortune 100 'Best Company to Work For' list.

Google's vision is 'To create the happiest, most productive workplace in the world'. This is reflected in its motivational model. Google's Vice-President of People Development has said that Google wants its employees and future employees to love working there because that is what is going to make Google successful. Google considers its employees to be its biggest asset.

Like some other multinational companies, Google offers employees both financial and non-financial motivators. These motivators include health and dental insurance, workplace pensions, and paid-for training and development tuition.

Google also offers:

- free lunch and dinner every day
- on-site doctors
- free fitness centres
- financial support for adoption
- maternity/paternity benefits including free takeaway meals for three months after child birth.

Employees are encouraged to share their ideas and thoughts, and to participate in the company. There are regular surveys and employee forums to collect their views.

Google offers its employees financial benefits as well as many more non-financial benefits.

Despite Google's success, many businesses do not take a similar approach to providing such benefits for their employees.

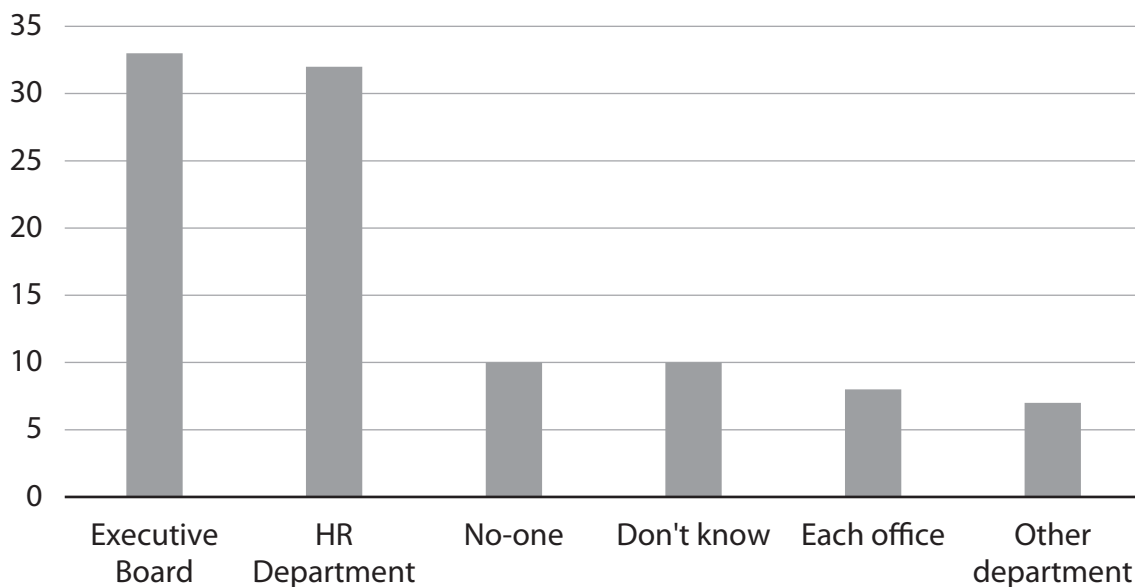
In the UK, workplace pensions are now compulsory for any business employing staff and there is also legislation concerning maximum hours of work and paid holiday entitlement. However, additional motivational benefits are not provided by many organisations.

There are many advantages for employers and organisations in motivating their employees and increasing employee engagement. The 'Employee Experience' is now the strategy being developed by many forward-thinking organisations rather than relying on narrow engagement strategies.

The white paper: 'Engaging Generation Me' is a research paper produced by Management Today and Sopra Steria. The research identified that over half of Chief Executive Officers (CEOs) in the survey admitted that their organisations cared less about the employee experience than the quality of the customer experience.

The research also identified that two-thirds of the CEOs had not given specific accountability for employee experience to anyone, or appointed a Head of Employee Experience. The findings also showed that more than half of the CEOs did not have a clear employee experience strategy in place. The results of the survey are shown in Figure 1.

Survey responses for the question: 'Who is accountable for the specific task of improving the employee experience?'
% of responses



(Source: figures adapted from White Paper: Engaging Generation Me)

Figure 1

Anvil Cloud Ltd

Anvil Cloud Ltd is a computer support provider specialising in cloud-based IT solutions for UK businesses. Its solutions allow users to work collaboratively anywhere, anytime, in real time. It operates in a highly competitive market. The business was started in 2012.

The majority of its clients are growing small and medium-sized businesses but it also has some national Public Limited Company (PLC) accounts. Each of its clients has a need to work collaboratively and often remotely with their employees and other businesses. *Anvil Cloud Ltd's* solutions allow its clients to do this on any device, giving them the freedom to work anywhere, anytime. Their data is safe and protected to ISO standards.

The service that *Anvil Cloud Ltd* offers does not require its clients to have expensive servers. This means that clients do not have to invest constantly in new computer hardware.

Anvil Cloud Ltd is based in Reading in the Creative Studios in the town centre, near to a good range of amenities. It is a modern, open-plan flexible workspace. There is room for *Anvil Cloud Ltd* to grow.

The founder of *Anvil Cloud Ltd*, Pam Grainer, wants to expand the workforce immediately. She plans to recruit 10 new members of staff as Infrastructure Specialists and Front End Developers to deal with the new contracts that *Anvil Cloud Ltd* has won.

The future workforce at *Anvil Cloud Ltd* will be a total of 80 employees after the recruitment.

The current structure of its workforce and salary ranges for each role are shown in Figure 2.

Current structure of the workforce and salaries at *Anvil Cloud Ltd*

Job role	Number employed	Salary ranges for each role (£)
Front End Developer	6	60 000 – 70 000
Infrastructure Specialist	6	50 000 – 70 000
Encryption Specialist	6	50 000 – 70 000
Technical Consultant	10	40 000 – 60 000
Senior Web/ Graphic Designer	10	45 000 – 50 000
Digital Graphic Designer	10	30 000 – 45 000
Junior Digital Graphic Designer	10	25 000 – 35 000
Account Manager	4	25 000 – 35 000
Intern	8	0
Total	70	

Figure 2

The staff turnover is shown in Figure 3.

Staff turnover rate at Anvil Cloud Ltd

Job role	Number employed	Average annual staff turnover rate (%)
Front End Developer	6	33
Infrastructure Specialist	6	33
Encryption Specialist	6	33
Technical Consultant	10	40
Senior Web/Graphic Designer	10	50
Digital Graphic Designer	10	40
Junior Digital Graphic Designer	10	60
Account Manager	4	25
Intern	8	100

Figure 3

The market is highly competitive with high demand for well-trained and experienced staff in this industry. Demand outweighs supply and employers compete aggressively for staff. *Anvil Cloud Ltd* knows that there is high demand and that it must compete to recruit and retain staff.

Anvil Cloud Ltd recruits interns for a period of six months to one year. During this period an intern learns about the technology and the basics of different roles, moving between departments. They learn how to work with clients and meet their needs.

The owners of *Anvil Cloud Ltd* know that the employee experience is extremely important for helping to retain staff. They have looked at Google and other multinational organisations who are leading in the field of the employee experience, and who recognise that employees are their biggest asset.

Pearson BTEC Level 3 Nationals Diploma/Extended Diploma

Tuesday 8 January – Wednesday 9 January 2019

Supervised hours: 3 hours

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**Business/Enterprise and
Entrepreneurship**

Unit 6/12: Principles of Management

Part B

You must have:

Calculator, note paper and pen

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** must be undertaken in 3 hours during the 2-day period and under the conditions specified by Pearson. The period will allow centres to timetable appropriate supervised sessions for all learners.
- **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. It is to be issued at the beginning of their timetabled supervised period.
- **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 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 break 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
- a presentation with speaker notes.

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

Instructions for Learners

Read the **Part A** 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 must 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
- a presentation with speaker notes.

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 your manager to give to the owners of *Anvil Cloud Ltd*.

Your report should:

- show your understanding of the need to manage motivation and the employee experience at *Anvil Cloud Ltd* to ensure business success
- recommend the actions to be taken to have effective financial and non-financial motivators at *Anvil Cloud Ltd*.

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 the owners of *Anvil Cloud Ltd*. The presentation must be accompanied by speaker's notes/script.

The presentation should:

- show your understanding of the skills requirement issues that face management and leadership at *Anvil Cloud Ltd*
- make recommendations on the techniques that can be used to meet skills requirements at *Anvil Cloud Ltd*.

(Total for Activity 2 = 44 marks)

Part A Set Task Information

Employee Engagement

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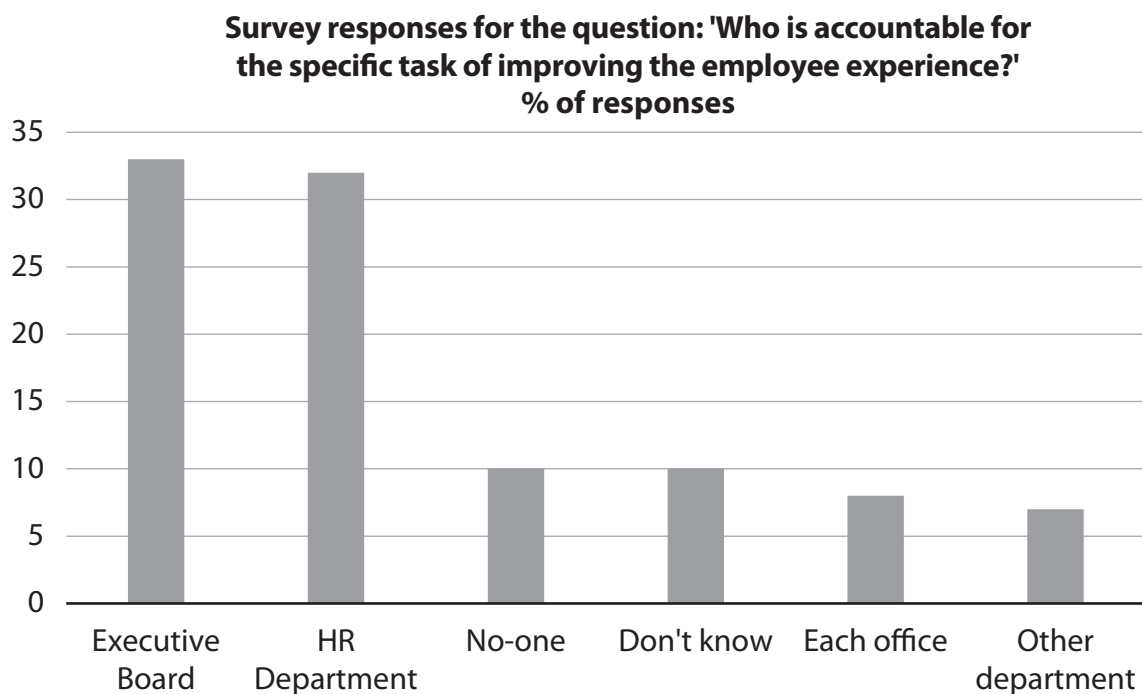
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