2101: Unit 6: Principles of Management – sample mark grid

General marking guidance

- All learners must receive the same treatment. Examiners must mark the first learner in exactly the same way as they mark the last.
- Mark grids should be applied positively. Learners must be rewarded for what they have shown they can do rather than be penalised for omissions.
- Examiners should mark according to the mark grid, not according to their perception of where the grade boundaries may lie.
- All marks on the mark grid should be used appropriately.
- All the marks on the mark grid are designed to be awarded. Examiners should always award full marks if deserved. Examiners should also be prepared to award zero marks if the learner's response is not rewardable according to the mark grid.
- Where judgement is required, a mark grid will provide the principles by which marks will be awarded.
- When examiners are in doubt regarding the application of the mark grid to a learner's response, a senior examiner should be consulted.

Specific marking guidance

The mark grids have been designed to assess learners' work holistically.

Rows in the grids identify the assessment focus/outcome being targeted. When using a mark grid, the 'best fit' approach should be used.

- Examiners should first make a holistic judgement on which band most closely matches the learner's response and place it within that band. Learners will be placed in the band that best describes their answer.
- The mark awarded within the band will be decided based on the quality of the answer in response to the assessment focus/outcome and will be modified according to how securely all bullet points are displayed at that band.
- Marks will be awarded towards the top or bottom of that band depending on how they have evidenced each of the descriptor bullet points.

This grid will be applied twice (i.e. for Activities 1 & 2)

Activity1:

2101: Unit 6 : Outline Indicative content
1.1 Show your understanding of management and leadership at Clockwise Ltd and its impact on staff turnover and profitability.
1.2 Make recommendations as to how management and leadership style could be changed to reduce staff turnover and increase profitability.

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Information/data analysis and interpretation	**0**	**1–3**	**4–6**	**7–9**	**10–12**
	No rewardable material.	☐ References will be made to the case study but they will lack detail and relevance to the context. ☐ Analytical approach is limited and any conclusions provided are generic.	☐ References will be made to the case study but in places will lack direct relevance to the context. ☐ Analytical approach leads to conclusions being provided but may lack balance and/or relevance in places.	▢ References will be made to the case study which are relevant to the context. ▢ Detailed analytical approach leads to relevant and balanced conclusions. ☐	• Sustained references will be made to the case study which are entirely relevant to the context. • Detailed analytical approach leads to entirely relevant and balanced conclusions.

IMPACT ON STAFF TURNOVER:

Positive:

•	Flexible work – hours to suit personal circumstances - empowering
•	Paid a bonus if exceed profit target

Negative:

•	Shift pattern – not flexible
•	Nightshift resent extra work for no extra pay
•	Working environment – Industrial Park with no direct bus route – Hygiene factor (Herzberg) – also may deter younger staff or staff who can't drive
•	No opportunities for promotion
•	Workers feel unchallenged
•	Group targets not individual

Table 2 Analysis:

•	Worker satisfaction down from 63% 2016 to 41% 2020 – indicates staff not happy and won't work as hard – may leave
•	Staff Turnover up from 5% 2016 to 42% 2020 – indicates more competition for workers or less desirable work environment or working terms and conditions
•	Unfilled vacancies 1 in 2016 to 13 in 2020 – indicates skill shortage or undesirable work environment

IMPACT ON PROFITABILITY:

Positive:
- Profit targets may have been achieved by setting team targets and motivation using a bonus when target achieved

Negative:
- Outsourcing software engineering jobs is expensive
- Pay bonus if exceed profit target – do they need to pay this? benefit of doing so

Table 1 Analysis:
- TR increased from £1M in 2016 to £6.2M in 2020 but NP is down from 2018 to 2020 by 7%
- (Table 2) % of wage bill on outsourcing engineering tasks has risen by 43% from 2016to 2020

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Key principles of management	0	1–3	4–6	7–9	10–12
	No rewardable material.	• Learners provide some key management principles but there is little development/ explanation relevant to context.	• Learners provide relevant key management principles, with development/ explanation relevant to context and business goals.	• Learners provide relevant key management principles, with clear linkage to context and business goals.	• There is comprehensive coverage of relevant rationalised key management principles in context and linked to business goals.

- **B1** : **Management and Leadership styles and skills:** Laissez Faire leadership style – empowers staff – feel trusted and engaged with the business: **B2 - Skills**: Setting objectives, motivating, decision making , team building etc
- Working environment – table tennis/ indicates fun working atmosphere
- **A2 – Functions of management and leadership** – planning, organising, controlling and monitoring not done well and the workers feel there is "no plan" – disorganized
- "No plan" for Human Resources (**C1 and C2 : Human Resources Planning**) impact on profit as often have to pay workers for overtime and outsourcing

Management & Leadership Styles

Transactional

Transformational

Situational leadership

Democratic

Authoritarian

Paternalistic

Laissez Faire

Management and leaderships skills

Creating strategic goals

Creating a vision.

Strategic Decision making

Controlling risks

Create management objectives. (MBO)

Creating Organisational Culture

Motivation

Communication

Implement strategic decisions.

Delegating

Team building

Theory

Theory X and theory Y

Motivation theory - financial and non-financial

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Suggested alternative management approaches	0	1–3	4–6	7–9	10–12
	No rewardable material.	• Suggested alternative approaches to management are generic and/or unrealistic in the context of the scenario. • Any justifications for alternative approaches are limited in the context of business goals.	• Suggested alternative approaches to management are appropriate but may occasionally be generic and/or unrealistic in the context of the scenario. • Justifications for alternative approaches are provided and generally in the context of business goals.	• Suggested alternative approaches to management are appropriate and applied mostly in context. • Justifications for alternatives offered are mostly balanced and in the context of business goals.	• Suggested alternative approaches to management are entirely appropriate and applied in context. • Balanced justification for alternative suggestions made and in context of business goals.

- A2: Functions of management and Leadership − Clockwise Ltd need to plan, organise, control and monitor their staffing − this will have a positive impact on both profitability and staff turnover
    - **D2: Techniques to meet skills requirements** − recruitment, training, upskilling etc
    - **D3: Training and Development:** Internal/on the job mentoring and coaching
    - **D4: Performance appraisal:** targets, feedback, identify training needs,
- Introduce a culture of innovation and creativity − successful at other similar tech companies
- Staff appraisals − setting personal goals, training, mentoring opportunities to challenge staff
- Relocate to waterfront − increases staff retention − analysis − negative impact on profit???
- Savings scheme for staff to buy shares − encourages loyalty − higher retention rates − common goal − therefore more profit likely − staff more cost focused
- Move away from the Laissez faire management style to a Democratic/Consultative style − empowers the staff − buy in factor − leads to better decisions which staff feel a part of but also more control than a Laissez Faire style − e.g. Table tennis and loss of advertising contract
- More structure − supervisors − gives promotional opportunities for staff − motivational -higher retention rates
- Team building − love and belonging
- Retrain, reskill, upskill existing staff or recruit staff to train to do your essential engineering tasks rather than paying market rates or having unfilled vacancies − leads to greater potential for growth and cost savings
- Other ways to increase employee satisfaction − e.g. Special projects − R+D − empowering staff − developing innovative culture − more able to compete

Management by objectives
Individual goals

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Structure/ Presentation	0	1–2	3–4	5–6	7–8
	No rewardable material.	• The response lacks structure, with isolated references to management principles and/or concepts. • Contains many communication errors. • Uses generic management terminology of limited relevance.	• The response has a basic structure and attempts to apply relevant management principles and/or concepts. • Contains occasional communication errors. • Contains references to appropriate management terminology.	• The response has a logical structure and applies a variety of relevant management principles and/or concepts. • Contains few communication errors. • Uses relevant management terminology.	• The response is well written and has a logical structure. Applies a variety of relevant management principles and concepts. • Contains no communication errors. • Appropriate management terminology is used throughout.

If poor references to management terminology in AF2 this will also impact AF4 mark.

Activity 2:

2.1 Show your understanding of how Clockwise Ltd currently motivates its staff.
2.2 Make recommendations of the actions Clockwise Ltd could take to increase the ongoing motivation and performance of its staff.

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Information/data analysis and interpretation	**0**	**1–3**	**4–6**	**7–9**	**10–12**
	No rewardable material.	☐ References will be made to the case study but they will lack detail and relevance to the context. ☐ Analytical approach is limited and any conclusions provided are generic.	☐ References will be made to the case study but in places will lack direct relevance to the context. ☐ Analytical approach leads to conclusions being provided but may lack balance and/or relevance in places.	☐ References will be made to the case study which are relevant to the context. ☐ Detailed analytical approach leads to relevant and balanced conclusions.	• Sustained references will be made to the case study which are entirely relevant to the context. • Detailed analytical approach leads to entirely relevant and balanced conclusions.

MASLOW:
Physical needs – paid wages/salaries plus an annual bonus – enables good standard of living to meet basic needs
Safety and security – Salaried positions are usually full time and permanent – job security
Love and belonging – Laissez Faire management style makes staff feel trusted and valued and they "appreciate " the management style and flexibility of working practices
Love and belonging needs: Paid a bonus if the whole team meet the profit target – encourages them to work together – they have Table tennis
Self Esteem – Laissez faire style – flexibility etc is empowering and good for self esteem – also higher levels of pay for engineers. However, there are no promotional opportunities – so hard work can't be rewarded or recognised
Herzberg: Motivators could include: Good working environment- table tennis, bonuses for hitting target, empowerment – flexible working, good levels of pay. However, hygiene factors – no pay for extra work, inconvenient location, shift pattern for engineers, they feel undervalued
Mayo: working environment : Table tennis, Laissez Faire implies they are treated well: However- They are located on an Industrial Park – no direct bus route – inconvenient given the British weather??
Taylor: Bonuses – motivated by money: However not paid for taking on extra work
McGregor Theory X&Y
 Current motivation methods
Bonus
Flexible work
Working from home

Recreational facilities

laid-back management style and positive relationships with the management team

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Motivation: D Factors influencing management, motivation and performance of the workforce:
- Theories of motivation: Maslow, Herzberg, Taylor, Mayo, McGregor – see context above in AF5
- Financial and non-financial motivators

Management by objectives

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Suggested alternative management approaches	0	1−3	4−6	7−9	10−12
	No rewardable material.	• Suggested alternative approaches to management are generic and/or unrealistic in the context of the scenario. • Any justifications for alternative approaches are limited in the context of business goals.	• Suggested alternative approaches to management are appropriate but may occasionally be generic and/or unrealistic in the context of the scenario. • Justifications for alternative approaches are provided and generally in the context of business goals.	• Suggested alternative approaches to management are appropriate and applied mostly in context. • Justifications for alternatives offered are mostly balanced and in the context of business goals.	• Suggested alternative approaches to management are entirely appropriate and applied in context. • Balanced justification for alternative suggestions made and in context of business goals.

Learners could make a wide range of recommendations using either the case study or motivational theorists

MASLOW:

Physical − new premises with café bar on roof − could be subsidised to meet basic physical needs

Love and belonging: Organise into teams, organise work activities and socials, team targets − for small operational teams - identity

Self Esteem needs − restructure to include promotional opportunities − supervisory layer − give fancy job titles and perks e.g. fancy offices or run Employee of the month etc. Relocate to waterfront − more aspirational location − proud to work there rather than Industrial Park − Lifestyle factors, training − because you're worth it

Self actualisation − Staff appraisals − discuss progress − more accountability also chance to discuss training, promotions, special projects and encourage empowerment and innovative culture − chance to discuss the vision of the company

Herzberg: Motivators could include: Introducing the shares/savings scheme, introducing appraisals − so long as targets set were realistic and achievable and discussed and agreed. Strong vision of the direction of the company needs to be communicated.

Change of management style from Laissez Faire so that workers feel that there is a plan − on a journey − motivational − part of a bigger and more successful picture. Better staff relationships − team working, socials, more involvement − meetings, ideas box etc

Mayo : Supports the move to a better working environment and the move to the waterfront location − leads to higher productivity − happier staff -higher self esteem etc Better Lifestyle factors

Taylor: Appraisals − leading to a better understanding of what motivates each individual − opportunity to discuss and set personal targets which can be linked to personal remuneration if appropriate.

Theory X (autocratic leadership style)and Theory Y (democratic leadership styles)

Management by Objectives

 Motivation based on future plans: New office location and facilities, appraisal target setting Saving and share scheme. team working, Training / Upskilling

Other possible motivation methods/ actions: Employee of the month rewards, shuttle service offered in the meantime, shorter shift patterns

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If poor references to management terminology in AF6 this will also impact AF8 mark.

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