



Mark Scheme (Results)

June 2022

Pearson BTEC Level 3 National in Business/
Enterprise and Entrepreneurship (31588H)

Unit 6: Principles of Management

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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 the 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)

Activity

A report for the owners of DingDong Ltd. The report should:

- show how human resource management at DingDong Ltd has impacted on its success 4
- recommend how Dingdong Ltd could improve its management of human resources.

HR management issues;

Delivering parcels is an unskilled job but DingDong have planned C2: a flexible workforce and have used zero hours, sub contracting, agency staff. However, this has led to the following issues: Poor Aptitude – a lack of desire to commit to this type of job – late/lost parcels, high labour turnover, high absenteeism / rejected deliveries, low employee satisfaction (see tables 1 and 2) and therefore inability to expand.

DingDong have (C2) taken actions to address HR issues – but have used technology and negative reinforcement to manage their business – this has led to C2: poor communication, inability to develop interpersonal relationships – low levels of satisfaction and commitment which is symptomatic of jobs in the gig economy – They have also shown a lack of awareness of B2 + C2 motivational factors which impact staff. (ALL of Maslow – safety security – up to self actualisation) this has meant staff are not loyal or committed and led to inability to attract and keep enough workers to take on new contracts, it has also meant costs are higher as they have to pay agency, higher rates to attract casual workers.

During a period of change Sami and Mansoor will need to manage these whilst also having an awareness of the other factors which will impact workers such as B2 Setting objectives, Motivating, Team building, Consulting, Valuing and supporting others, building positive interpersonal relationships, using emotional intelligence, communicating, giving feedback.

Any other correct responses e.g. storage issues due to poor management, flat organisational structure limited opportunities and control/interpersonal relationships/communication etc.

Reference to the tables in Figure 2 lend themselves better to Activity 1 and HR issues, but can also reference Figure 1.

Goals - Continued expansion and growth and increase the contribution of profit per delivery.

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.

AO2: Potential principles:

A2: planning, organising, co-ordinating, controlling and monitoring.

B1 Management and leadership styles • Autocratic. • Democratic/participative. • Paternalistic. • Laissez-faire. • Transactional. • Transformational. • Charismatic.

B2 Setting objectives, Motivating, Team building, Consulting, Valuing and supporting others

C2 Human resource planning • Zero hours contracts. • Temporary staff. • Agency staff. • Management actions to address human resource issues at an operational level. • Labour turnover • Productivity. • Skill shortages. • Workplace stress. • Absenteeism • Motivation. • Engagement with business culture. • Employee satisfaction.

D1 Motivation in the workplace • Theories of motivation (A Maslow, F Herzberg, F W Taylor, E Mayo et al). • Impact of motivation on business performance. • Financial motivators. • Non-financial motivators.

Any other correct responses e.g. training, the purpose of training needs analysis. • Types of training: internal/external, on-the-job/off-the-job, mentoring, coaching. • Effectiveness of training

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.

A03: Recommendations/ suggested approaches:

Recommendations could be anything which addresses (HR planning) issues identified: Setting objectives, Motivating, Team building, Consulting, Valuing and supporting others, Building positive interpersonal relationships, Using emotional intelligence, Communicating, Giving feedback.

Or acknowledge motivational theorist e.g. Taylor – piece rates – impact of pay on level of commitment – increased pay, bonuses etc.

Also see benchmarking case study:

- guarantee all drivers minimum guaranteed hours
- Pay 15% more than those in comparable jobs
- bonus paid for on time deliveries
- employees have personal contact with managers
- personal quality targets for on time delivery and no lost parcels
- hours issued a week in advance

LINK the above to goals:

1. Continue to expansion and consolidate growth
2. Increase the contribution of profit per delivery

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.

AO4:

Usually - Introduction, scene setting, issues, possible solutions, recommendations, conclusions OR, Introduction, scene setting, issue 1, possible solution 1, issue 2, possible solution 2, etc., recommendations, conclusions

Does it flow logically? Main principles covered?

Communication errors – MB4 is not perfect but not intrusive

Management terminology used? No, few, some, lots

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.

Activity 2: potential data/ information:

a presentation for the owners of DingDong Ltd. The presentation must be accompanied by speaker notes/script.

The presentation should:

- show your understanding of how effectively DingDong Ltd currently manages quality
- recommend how DingDong Ltd can improve the quality culture to support continued growth of the parcel delivery business.

A05:

Quality standards are currently managed by their (F3) Quality Control/Quality Assurance system of using Track and Trace technology and by planning routes for drivers. They also monitor by having an alert when the system is not followed.

Issues : Because this is enforced (F2) staff buy in is low – leads to staff leaving – inability to expand – also, the coercive style not suitable for flexible workers

F4: Importance and benefits of quality management:

- Zero defects – less parcels lost/late
- continuous improvement – happier satisfied customers and staff – better reputation, less absenteeism, more staff, expansion
- Improved quality output – better reputation – more contracts
- Reduced inspection requirements – leading to less need to be coercive – happier staff
- Increased customer engagement and satisfaction
- Improved efficiency and profitability

Workers are able to decline contracts due to limited notice.

Any other correct responses e.g. lack of storage has lead to damaged, lost parcels, leading to loss in contracts.

Goals:

1. Continued expansion and growth
2. Increased contribution to profit per delivery

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.

A06: Potential principles:

F2: • Setting quality standards e.g. on time delivery/lost and damaged parcels. • Managerial commitment and staff buy-in from drivers. • Quality circles e.g. meetings with drivers to discuss progress to develop transitional management styles and progressive thinking in the workers. • Partnership working with suppliers and customers e.g. feedback/reviews from customers • Transparent and open communication e.g. meetings/phone calls rather than text messages and in person meetings with line managers to develop relationships.

F3 Quality Control/Quality Assurance e.g. currently electronic tracking system which is liked by customers and an industry standard but obvious drawback for staff morale.

F4 The importance and benefits of quality management • Zero defect e.g. on time delivery, parcels not being damaged • Continuous improvement e.g. staff teams/customer feedback • Reduced inspection requirements – currently electronic alert if staff do not stick to their routes – Herzberg Hygiene Factor • Supplier engagement and satisfaction – currently losing contracts – Maslow because of low staff engagement; lack of love and belongingness and safety/security • Improved efficiency and profitability.

B2 Management and leadership skills • Setting objectives moving away negative coercive methods and moving to a more positive rewards based system with profit sharing, targets linked to income, linked to quality e.g. on time deliveries and undamaged parcels • Motivating drivers • Consulting • Valuing and supporting others • Building positive interpersonal relationships • Using emotional intelligence • Communicating • Giving feedback in person rather than electronically

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.

A07: Recommendations/ suggested approaches:

Set quality standards for each part of the business from recruitment to deliveries – develop positive systems to monitor and control.

Managerial commitment and staff buy-in – consult staff and use positive motivation to ensure staff buy in e.g. incentives linked to quality targets (Any C2 Motivation, Maslow, Taylor links)

Quality circles – made up of staff teams from each part of the business – regular meetings – monitored and focusing on improvement and cooperation – building relationships – improving staff buy in – improved communication – staff feeling (B2) valued and supported.

Partnership working with suppliers and customers – meetings to discuss expectations, standards, mutual strategies to focus on improving quality – leading to happier committed customers – better reputation – growth.

Transparent and open communication – staff feeling trusted and valued (B2), more staff buy in as they understand the reasons why decisions are made and feel included and respected. Increased staff satisfaction and happiness – lower labour turnover, less need to hire expensive agency staff etc. leading to lower costs – higher % profit per delivery

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Suggested alternative management approaches	0 No rewardable material.	1–3 • 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.	4–6 • 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.	7–9 • 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.	10–12 • Suggested alternative approaches to management are entirely appropriate and applied in context. • Balanced justification for alternative suggestions made and in context of business goals.

A08:

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