T-LEVELS

Start your career in Management and Administration with a T Level

Do you want a practical approach to learning with real on-the-job experience? This could be your next level qualification.

What are T Levels?

Designed with key employers, T Levels are a two-year programme choice that follow GCSEs and could give you a head start towards the career you want. It's a smart choice to start your business career and keeps your future options open.

Where can my T Level take me?

These qualifications ensure you'll have the skills and knowledge businesses want and prepares you for:

- Work
- Apprenticeships
- Higher Education

What's involved?

A T Level is made up of the following components:

Technical Qualification:

- Management and Administration core
- Occupational Specialisms

Industry Placement

Maths, English and digital skills, GCSE or Functional Skills Level 2

Overview of the Technical Qualification

To achieve the T Level Technical Qualification (TQ) in Management and Administration you'll need to complete the two components of the TQ. These are known as the Core component and the Occupational Specialism. You'll choose one of the three Occupational Specialisms to study alongside the Core component.

Core:

Management and Administration

Assessed by two externally set and marked exams and an employer set project.

Occupational Specialisms:

Business Support

Business Improvement

Team Leadership/ Management

Assessed by a practical assignment for each occupational specialism.

Developed by the industry for the industry

The Management and Administration TQ has been built with employers to make sure you get the skills needed for your next step.

These are some of the organisations who have supported the qualification development.

chronykx.com

COVANCE

entrust
Inspiring Futures

Central Bedfordshire Council

First Response
take care of your finance

Embracing Future Potential

HM Revenue & Customs

Gen2
A City & Guilds Business

SPEAKERS
for schools

ENERGUS.
nucleargraduates

Cadent
Your Gas Network

NHS

Loughborough
COLLEGE

CARING HOMES

Future Talent

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Is this T Level right for me?

Speak to your careers adviser to find out if this T Level is right for you.

Visit the government's website to learn more and find your nearest college offering this T Level course.
tlevels.gov.uk/students/find

Alternatively, learn more at:
i-l-m.com/tlevels
cityandguilds.com/tlevels/business

Will my T Level attract UCAS points?

T Levels are a nationally recognised programme and have been allocated UCAS points. You must achieve at least an overall pass grade to receive UCAS points.

Here is an example of T Level grade structure alongside A Level.

UCAS tariff points	T Level overall grade	A Level equivalent
168	Distinction* (A* on the core and distinction in the Occupational Specialism)	AAA*
144	Distinction	AAA
120	Merit	BBB
96	Pass (C or above on the core)	CCC
72	Pass (D or E on the core)	DDD

The industry placement

At the heart of the T Level is the valuable industry experience that will give you the edge over other learners who take a purely academic pathway.

You'll benefit from the opportunity to:

- Understand the world of work and start networking with potential future employers
- Put your studies into context and practice developing skills in a real work environment
- Gain the experience of being in a workplace setting that lasts at least 45 days
- Check this is the career you want to pursue
- Gain real experience to put on your CV and to talk about at an interview
- Potentially secure a job or apprenticeship with the employer after you have completed your T Level
- Attend your industry placement as day release, block release or a mixture of both. This could also be split across up to two employers.

(2)

T Level in Management and Administration information for Higher Education Providers

	Description
What are T Levels?	T Levels were introduced by the government and are a full-time two-year Level 3 programme of study that provides students with the technical knowledge and practical skills valued by industry.
Who are T Levels for?	T Levels are aimed at 16-to-19-year-old students who want to continue their post-16 technical education and gain knowledge and skills to progress into higher education and/or employment. They will become one of the main choices as an alternative to A levels and apprenticeships straight after GCSEs.
What is the core purpose of the qualification?	The core element of a T Level TQ in Management and Administration will develop students' knowledge in a range of topics such as project management, research and analysis techniques, approaches to logical problem solving, and how to develop effective business communication skills. They will learn about the commercial side of business, including organisational structures and cultures, financial management, and how to manage and influence stakeholders. Students will also study an occupational specialism within the Management and Administration TQ.
What are the progression routes?	Students can to continue to higher-level technical studies or onto a degree level apprenticeship.
Example of the progression routes to higher education may include	• International Business Management • Business Management with Law • Business Management and Leadership • Business and Globalisation • Business and Marketing Management • Communication and Business Studies • Business Management in Practice • Business with International Business • Management
How are T Levels structured?	A T Level is made up of a number of components • Technical Qualification (TQ) • Industry placement of a minimum of 315 hours • Employability, enrichment and pastoral requirements Students must continue to study maths and English if they haven't already achieved Level 2 (GCSE grade 4). HEIs may have a prerequisite requirement for maths and English.

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The core component consists of an externally set and externally marked written exam (two dated papers consisting of a mix of short, structured, and challenging extended response questions).

How is the Technical Qualification in the T Level assessed?

A substantial employer-set project (ESP) that is externally set and externally marked. The ESP is a timed controlled assessment consisting of a well defined industry style brief. The brief will be complex and non-routine, and will require the use of relevant maths, English, and digital skills. The core is graded A*-E the same as an A level.

The occupational specialism (OS) is a substantial synoptic assignment made up of a series of tasks assessing application of occupational knowledge and skills. OSs are externally set, internally marked, and externally moderated; graded Pass, Merit, and Distinction.

Students who complete their T Level will receive an overall grade of Pass, Merit, Distinction or Distinction*. They will get a nationally recognised certificate which will show their overall grade and a breakdown of what they have achieved.

Management and Administration T Levels grading table

How are T Levels graded?

		Occupational Specialism Grade		
		Distinction	Merit	Pass
	A*	Distinction*	Distinction	Distinction
	A	Distinction	Distinction	Merit
Core Component Grade	B	Distinction	Merit	Merit
	C	Distinction	Merit	Pass
	D	Merit	Merit	Pass
	E	Merit	Pass	Pass

UCAS points are allocated to the overall T Level grade, and to support students that partially achieve their T Level, UCAS tariff points are available for both elements of the TQ:

- Pass for core component and completion of industry placement
- Pass for occupational specialism and completion of industry placement

Students must achieve at least an overall pass grade to receive UCAS points. The size and rigour of a T Level programme is comparable to a 3 A level programme. Therefore, T Levels will attract UCAS points in line with those allocated to 3 A levels. This alignment is based on a notional comparison of standards with A levels and other level 3 qualifications.

What UCAS Tariff points are available?

UCAS tariff points	Description	A level
168	Distinction*	A* A* A*
144	Distinction	AAA
120	Merit	BBB
96	Pass (C or above on the core)	CCC
72	Pass (D or E on the core)	DDD

Do you require further information?

Download City & Guilds HEI admissions guide and DfE occupational maps
Tel: 0300 303 5352 | Email: Technicals.Quality@cityandguilds.com
Visit: cityandguilds.com/tlevels/business

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1.1 Types of organisations and the environments in which they operate

A **business** is defined as an organisation or enterprising operation engaged in commercial, industrial or professional activities. Not all organisations are businesses, however. A business is a type of organisation, a group of people that is formed for a given purpose and which then establishes and conducts its activities in pursuit of this purpose. Businesses can be either for-profit or non-profit organisations.

Managers and administrators are employed by the owners and directors of organisations to run them on their behalf. There are many different types of business that you might come across as a customer or employee or that you hear about in the news. They may be small and local or large and international.

A new business that sets up in your town or area is a local business. However, in time, it might set up outlets in other parts of the UK so that it becomes a national business. It may also start to sell its products or services overseas and so become an international business.

Case study

Costa Coffee was founded by brothers Sergio and Bruno Costa in Fenchurch Street, London in 1971. Ten years later, with a shop and roasting facilities in Vauxhall, South London, the brothers had gained a wide reputation for their coffee. By 1995 they had 41 shops turning over £55m each year.

Source: Costa Coffee takes the cream as Britons wake up to coffee | Financial Times (www.ft.com/content/46aa29d2-49f3-11e8-8ee8-cae73aab7ccb)

The company was bought for about £20m by the conglomerate Whitbread, which is best known for brewing beer. By 2018 Costa Coffee had 2400 outlets in Britain and 1400 in more than 30 countries, making it the world's second-biggest coffee shop in terms of outlets. In the summer of the same year, Whitbread sold the business to Coca-Cola, the world's biggest beverage maker, in a deal worth £3.9bn.

▶ Find three countries outside the UK where Costa Coffee has outlets.
▶ Which other businesses are the major rivals to Costa Coffee in the UK? Have they ever been sold to other businesses like Costa Coffee has?
▶ Why do you think Costa Coffee has been so successful?

The types of organisations commonly set up across the UK and the differences between them

Profit and not for profit

Most managers of businesses are expected to make a **profit**. This requires achieving a surplus of income over expenditure (see Section 4.2, pages 171–80), that is, more money coming in than going out. But in other organisations this is not so important, if these are managed on a **not-for-profit** basis. Organisations can be of different legal types, as we will see in Section 1.4 (page 40), and they may be classed into three groups.

First, if organisations are owned and managed by private individuals operating to make a profit. This is called the **private sector**.

Second, organisations may be owned or managed by the government for the benefit of the public. When they are, this is called the **public sector**.

Third, organisations may be owned and managed by either private individuals or the government and aim to provide a service on a free and voluntary basis. This is called the **voluntary or third sector**.

Voluntary/third sector

This is made up of non-profit-making organisations that are set up, organised and staffed mostly by unpaid volunteers working for a specific social purpose. It is independent from local and national government and is distinct from the private sector. It is called the third sector so as to distinguish the organisations from the public and private sectors.

Key terms

Profit: the difference between the total costs and total revenue of a business.

Private sector: the part of the economy owned by individuals and groups of individuals.

Public sector: the part of the economy where production is organised by the state or government.

Voluntary or third sector: the part of the economy that consists of non-profit organisations.

The private sector

This sector is made up of businesses and organisations that are owned by individuals or groups of individuals. It is the part of the economy that is managed by individuals

and companies for profit and is not controlled or run on behalf of the central or local government. Since the late 1980s, the private sector has owned and run the majority of the businesses in the UK, so it is the sector in which you are most likely to find employment.

There are around six million private sector businesses in the UK, employing more than 27 million people between them in 2020.

Source: Business population estimates for the UK and regions 2020: statistical release (HTML) – GOV.UK (www.gov.uk)

The private sector includes organisations and individuals that provide goods and services, and their primary aim is to make a profit. Profits are distributed to owners and shareholders as well as reinvested. Five of the largest private sector UK businesses that you will know are Barclays, BT, Sainsbury's, Tesco and Vodafone.

Almost any business can be a private sector organisation. Examples of private individuals operating a business on their own include shopkeepers, electricians, plumbers, restaurant owners and hairdressers. They are known as **sole proprietors**. Private individuals may work together in groups known as **partnerships**, such as dentists, accountants, lawyers and opticians. Large private businesses may increase their financial funds by becoming companies and offering shares to people they privately know or to the general public. The range of legal entity types that organisations can form is explained in Section 1.4 (pages 40–4). Private sector organisations determine their own pay structures and these can be competitive and offer large incentives. The private sector rewards creativity and innovation. This can provide scope for personal development. The private sector promotes a competitive working environment where job roles and pay are flexible.

As private sector organisations are set up by individuals, they may be both owner and manager, in a single-person operation. The term **employees** refers to the number of people working within the business under a contract of employment in return for a wage or salary. A business can be counted as having no employees if all the business is conducted by people classed as being working proprietors. They are often considered to be **self-employed**. Both full-time and part-time workers are counted, and both are counted as employees.

Reflect

While making a profit is their main aim, many private sector organisations endeavour to act in a socially responsible way through providing good conditions of employment, being a good citizen in the local community and supporting a clean environment by not wasting resources.

Can you think of any ways in which organisations you know of do this?

Research

As there is no single database in the UK that deals with every active business, a number of registers are consulted to produce estimates. A register of business population estimates was started in 2010 and is produced by the Department for Business, Energy and Industrial Strategy (BEIS). Before this, data was recorded as statistics on small to medium enterprises (SMEs).

Source: www.gov.uk/government/statistics/business-population-estimates-2020/business-population-estimates-for-the-uk-and-regions-2020-statistical-release-html

Visit the website below and open the latest available Business population estimates for the UK and regions from 2020.

www.gov.uk/government/statistics/business-population-estimates-2020

Find the chart that shows the number of private sector businesses by English region and UK country in 2020. What is the number of private sector businesses in your region?

Research

Visit the 'Nature of business: Standard Industrial Classification (SIC) codes' page on the Companies House website shown below to find the range of different codes A to U that identify enterprises according to the Standard Industrial Classification 2007. These figures are estimated from surveys.

https://resources.companieshouse.gov.uk/sic

Then identify the code for these three enterprises from the Warwick Institute for Employment Research website:

https://cascotweb.warwick.ac.uk/#/classification/sic2007

▶ Public sector: primary school
▶ Private sector: the construction of a primary school
▶ Voluntary sector: charitable child care

The public sector

This sector involves organisations and businesses that are owned, funded and accountable to the government. This may be the local or central government. These organisations operate on the principle of providing a service for the population and local communities and on a not-for-profit basis. The UK government owns public sector businesses either as a whole or as a part-ownership. Examples are the National Health Service (NHS), the British Broadcasting Corporation (BBC), the Bank of England and the armed forces (Royal Airforce, British Army and Royal Navy). Since the late 1980s, the public sector has decreased in size as government organisations have been transformed into private businesses in a process known as **privatisation**. There were around 5.68 million people employed in the public sector in June 2021.

Source: Public sector employment, UK – Office for National Statistics (ons.gov.uk)

The three most common employment areas in the public sector in the UK are:

- healthcare: doctors, nurses, paramedics and administrative staff
- education: teachers, teaching assistants and school librarians
- social care: carers, social workers and probation officers.

> ### Reflect
>
> In which sector(s) have you undertaken any work experience in the past?
>
> In which sector(s) will you undertake your work placement for this course?
>
> In which sector(s) will you most likely find employment in the future?

The differences between the structures of central and local government are explained later in this section but it is largely managed as not for profit. The public sector combined with the voluntary or third sector of non-profit organisations totalled just over 100,000 organisations in 2020.

According to figures from the Office for National Statistics, there were more women than men employed in the public sector in 2018. The figures also show the types of jobs to be found in the public sector.

Source: www.ons.gov.uk/economy/governmentpublicsectorandtaxes/publicspending/articles/whoworksinthepublicsector/2019-06-04

> ### Reflect
>
> Who do you know who works in each of the three sectors?
>
> Do they work in large or small organisations?
>
> Who owns and manages the organisation?

> ### Research
>
> Look at the list of organisations. Sort them into categories according to which sector (private, public or voluntary/third) each of them belongs to.
>
> - Open University
> - The NHS
> - Liverpool FC (football club)
> - E.ON Energy UK
> - Mind
> - Yorkshire Water
> - Co-op
> - Center Parcs UK
> - Competition and Markets Authority (CMA)
> - The National Lottery Community Fund
>
>
>
> ▲ Figure 1.1 Co-op

> ### Test yourself
>
> 1 Describe the difference between the public sector and the private sector.
> 2 Explain two potential benefits that are associated with working within private sector organisations.

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Not-for-profit

Not all businesses are set up to make a profit. Many organisations are set up for quite different purposes, such as providing a public service or helping people. Their activities are not for the financial benefit of any private individual or the managing board of directors. The organisation needs to make enough money to cover its costs and any extra amount is reinvested into the business. This sector is also known as the **third sector** or **civil society**.

An example of a type of not-for-profit organisation is a **charity**. This is a business whose aim is to raise money for good causes, or to help people, animals or the environment. A charity is an organisation that is registered with the **Charity Commission** and operates exclusively for charitable purposes. Charities are funded mainly by donations and may be eligible for certain types of grants.

Another type of not-for-profit organisation is a **social enterprise**, whose main aim is to help society rather than maximise profits for their owners. They make their money by selling products like a for-profit business, but they use their profits to benefit society. One type, known as a **mutual society** or **industrial and provident society (IPS)**, is an organisation that is set up to carry out trade or business for the benefit of a community. Another is a co-operative, which exists for the mutual benefit of its members. Examples are housing co-operatives, working men's clubs, the Women's Institute (WI) and allotment societies.

Research

Visit the website for social enterprise at: **www.socialenterprise.org.uk**

Use the social enterprise directory to look up businesses in your local area. This involves using the interactive map. Identify a social enterprise near to you and find out its area of business.

Key terms

Charity: an organisation set up for the public benefit. It does not make profits.

Charity Commission: a government body that registers and regulates charities in England and Wales and ensures that people can support charities with confidence.

Voluntary

This refers to organisations whose primary purpose is to create social impact rather than profit. It is part of the not-for-profit sector and independent from local and national government or the public sector.

Charities are the largest single category within the voluntary sector, with over 200,000 in the UK. They focus on solving issues, rather than making profits. They may undertake one or more of the following tasks:
- advancing education
- supporting religious causes
- relieving poverty, disability or distress
- doing other charitable work that benefits the community, such as removing rubbish from a canal, arranging a coffee morning for the elderly in a local hall to reduce social isolation or putting on a local summer fair to promote community cohesion.

Think tanks and research institutes are organisations in the voluntary sector that work to gather information on issues that concern them and produce reports on their findings. They aim to influence people, other organisations and the government and seek donations and grants to help them in the process. Examples include the Institute for Fiscal Studies (IFS), Chatham House (Royal Institute of International Affairs) and Health Data Research UK (HDR UK).

Measuring the size of the voluntary sector is difficult but it is estimated by the National Council for Voluntary Organisations that there are over 165,000 charities in the UK. Most are quite small and 80 per cent have an annual income of less than £100,000 and almost 50 per cent have less than £10,000.

Source: Britain's biggest charities: key features (ncvo.org.uk)

Research

Go to the website of three of the following long-standing charities and find the latest information on their income. Has there been much of a change in income?
- Save the Children International
- The National Trust
- Oxfam
- British Heart Foundation
- The British Red Cross Society
- Wellcome Trust

▲ Figure 1.2 Oxfam

Social enterprise

This refers to an organisation that has the primary goal of improving some part of society and that operates using a commercial structure. A social enterprise aims to generate profits and use them to advance its focus on environmental, social or economic wellbeing. However, it could also be a not-for-profit organisation. The main feature is that the organisation is selling a good or service to consumers at a price, in contrast to a charity or voluntary organisation that provides grants, awards or free services to people for their benefit. Helping the community is often the central focus, such as a credit union that offers its members high savings rates and a low rate of interest when borrowing. Other examples are a community centre providing cheap meals or a housing co-operative providing homes at affordable rent.

According to market trends published by the Department for Digital, Culture, Media and Sport (DCMS) and BEIS in 2017, nearly 9 per cent of the UK small business population are social enterprises. There are an estimated 471,000 UK social enterprises overall. This is made up of 99,000 social enterprises with employees and 371,000 social enterprises with no employees, that is, they are led by single individuals. Many are in areas such as health and education, though companies in any sector can be run as a social enterprise.

An example of a non-profit charitable social enterprise is Greenwich Leisure Limited. This operates under the brand name Better and runs over 270 sport and leisure centres in the UK, of which 140 have swimming pool facilities. They also operate over 150 public libraries. In total, they work directly with 50 local councils, public agencies and sporting organisations. They started in the London borough of Greenwich in 1993 when the local council needed a new way to run its leisure centres because of public expenditure cuts.

Some social enterprises are known as **non-governmental organisations (NGOs)** as they are formed independently of the government to pursue humanitarian goals. NGOs can also be pressure groups that seek to influence the government. The Grameen Bank originated in Bangladesh in 1976 to make small loans to poorer people or people without a bank account. Its founder Muhammad Yunus, a winner of the Nobel Peace prize, has been the inspiration behind many social enterprises.

Key terms

Social enterprise: an organisation that aims to maximise profits in order to provide social value, rather than to distribute them to shareholders. Therefore, it is a bridge between non-profit organisations and commercial businesses.

Non-governmental organisations (NGOs): organisations that are separate from government and are not commercial or profit-making.

Reflect

Social enterprises are more likely to be located in deprived areas as identified by the Index of Multiple Deprivation (IMD). Why do you think this is the case and what do you think is the impact?

Philanthropy

Some businesses donate their profits to causes they wish to promote in a form of charity. Their private profits are aimed at influencing the public good. There