

**CANDIDATE DETAILS**

You **MUST** enter your details below before submitting.

These details can be found in your enrolment letter.

Membership number	Example
Candidate number	Example
Centre Venue number	Example

Here you will need to complete your candidate information. We will email your enrolment letter containing this information the week before the exam.

If you do not receive this by Friday 20th January please email us at [exams@cipd.co.uk](mailto:exams@cipd.co.uk) and we will get a copy to you.

**CIPD Advanced Level Examinations**  
**Examination Unit Name**  
**January 2021**

Date: 26/28 January 2021

Time: 09.50-14.00

- This exam starts at 09.50 (UK time) and finishes at 14.00 (UK time)
- The first 10 minutes of this exam is intended for reading and question planning
- Once complete, you must save this file with your Candidate Number as the file name and send to [exams@cipd.co.uk](mailto:exams@cipd.co.uk) by no later than 14.15 (UK time)
- You should only type in the answer boxes provided, do not make any changes to the exam question or other parts of the paper.

**A note from your Chief Examiner:**

1. Look carefully at each question and spend some time identifying exactly what is required.
2. Set out some brief notes that provide you with a structure for your answer.
3. Keep referring back to these notes and to the question(s) as you write your answer.
4. After writing each answer, check carefully that every part, both within and between the question(s) is answered.

Here is some important information about submitting your exam to us for marking.

The exam will finish at 14.00 and we have provided a 15-minute buffer for you to save your work and email your file to us.

When saving your file please use your Candidate Number as the file name.

## RULES OF EXAMINATION

### By submitting your work for marking you are agreeing to the below conditions

These are the rules for the examination.

Once you submit the exam to us you are agreeing to these conditions so read them carefully.

- Answer all of Section A.
- Answer five questions in Section B (one per subsection A to E).
- Read each question carefully before answering.

#### Information

- Equal marks are allocated to each section of the paper.
- Within Section B equal marks are allocated to each question.
- If a question includes reference to 'your organisation', this may be interpreted as covering any organisation with which you are familiar.
- The case study is not based on an actual organisation. Any similarities to known organisations are coincidental.

#### You will fail the examination if:

- You fail to answer five questions in Section B (one per subsection) **and/or**
- You achieve less than 40% in either Section A or Section B **and/or**
- You achieve less than 50% overall.

Here are the criteria you must meet in order to pass your examination.

#### In accordance with the [CIPD Plagiarism Policy for Online Remote Examinations](#) you must:

If you do not meet these criteria you will automatically fail.

- not have any assistance with the exam from friends, family, centre staff or any other person(s).
- not allow friends, family or any other person(s) to sit the exam in their place.
- only access course notes or text books (either physical books or downloaded e-books).
- not use the internet (other than for sitting the exam), email or additional equipment during the exam. This includes potential technological/web enabled sources of information such as an iPod, a mobile phone, a MP3/4 player or similar device, a smartwatch or a wrist watch which has a data storage device.
- use quotation marks for any quotes provided within an answer and clearly reference the source.
- not be involved in any unfair or dishonest practice during the exam.

If any of these conditions are not met during the exam or are later found to be breached, an investigation will take place and could result in possible **disqualification**.

You may only use your phone or email in order to contact CIPD if you experience any issues during the examination.

The CIPD uses industry standard authenticity checking software to identify where answers contain passages of text which have been taken from other sources and used within a candidate's answer paper without quotation marks and the source being clearly referenced. If plagiarism is identified, you may be disqualified.

**SECTION A**

This is the case study that was released to you 4 weeks ago. You can read below and also open in a web browser using the link below to refer to when answering your questions:

**LINK**

**Note:** In your responses, you are allowed to improvise or add to the case study details provided below. However, the case study should not be changed or compromised in any way.

A copy of your case study will be placed here

We will provide a link to access the case study online and a copy within the booklet.

As stated above you are also permitted to have a printed copy.

Please note that the comments and mark section are for CIPD use only.

**SECTION A**

*It is recommended you spend equal time on each question in this section.*

**Question 1**

Question 1 will appear here

Here you will find the questions in relation to the case study.  
There could be up to 4 questions in this section.

Each question will have a separate question and answer box.  
You will not be able to edit the question box.

Question 1 Answer Box	COMMENTS												
<p>Answer to this question can be typed here. Alternatively, you may choose to complete your answers in a separate document and copy your answers over to this box before submitting.</p> <p>You can still include tables:</p> <table border="1" data-bbox="127 1299 949 1388"> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table> <ul style="list-style-type: none"> <li>• Bullet points</li> <li>1. Numerical lists</li> </ul> <p>Spell check is still enabled.]</p>													
<b>SECTION A MARK</b>													

Here is where you can provide your answer to the question listed above.  
As you can see you are able to insert tables and use all word functionalities within this box.  
Restrictions will not allow you to use the comment or mark box.  
If on the day of the exam you experience issues using the answer boxes you may complete your answers in a separate document and then copy and paste your answers in before submitting.

**SECTION B**

Answer **FIVE** questions in this section, **ONE** per subsection A to E.

For example, you need to answer either:

- A1 OR A2
- B3 OR B4
- C5 OR C6
- D7 OR D8
- E9 OR E10

DO **NOT** ANSWER BOTH QUESTIONS IN EACH SUBSECTION

Again, here we are reminding you of the criteria for this section of the examination.

You must answer one question from each subsection.

If you fail to answer 1 question from each subsection you will automatically fail.

**SECTION B**

Please only answer A1 OR A2 on the next page.

**A1**

Question A1 will appear here

**A2**

Question A2 will appear here

This is subsection A.

Here you will see 2 questions:

- A1 and
- A2

Both questions focus on the same learning outcome.

You will need to select **ONE** of these questions to answer.

You will not be able to make amendments to these questions due to restrictions, you are provided with an answer box on the next page.

Subsections B, C, D and E follow the same format and so have not been included in this guidance.

## A1 OR A2 ANSWER

Please select the box of the question you will be answering:		CIPD MARKER COMMENTS
A1 <input checked="" type="checkbox"/>	A2 <input type="checkbox"/>	
Please provide your answer here		
QUESTION MARK		

Here we have provided 2 check boxes so you can identify whether you are answering A1 or A2.

To check the box simply click on the box

Here is where you will provide your answer to either A1 or A2 in line with the box you have checked.

As with Section A this is your text box for completing your answer.

As with the answer box in Section A you are able to insert tables, and use all word functionalities within this box.

Restrictions will not allow you to use the comment or mark box.

If on the day of the exam you experience issues using the answer boxes you may complete your answers in a separate document and then copy and paste your answers in before submitting.

Subsections B, C, D and E follow the same format and so have not been included in this guidance.

----- END OF EXAMINATION -----

Please save this file with your Candidate Number as the file name and email to [exams@cipd.co.uk](mailto:exams@cipd.co.uk) by 14.15 (UK time)

Once you have answered ALL Section A answers and 1 question from each subsection A, B, C, D and E, in Section B, you will have reached the end of the examination.

You will have until 14.15 to save and email your file to [exams@cipd.co.uk](mailto:exams@cipd.co.uk) for marking.

Once again, we ask that you ensure you use your Candidate Number as the file name when saving.

The following page in the exam booklet is for marker comments only.