

OXFORD

INTERNATIONAL
AQA EXAMINATIONS

INTERNATIONAL A-LEVEL BUSINESS

(9625)

Mark scheme

Unit 4: Business decision making

Specimen 2018

Mark schemes are prepared by the lead assessment writer and considered, together with the relevant questions, by a panel of subject teachers. This mark scheme includes any amendments made at the standardisation events which all associates participate in and is the scheme which was used by them in this examination. The standardisation process ensures that the mark scheme covers the students' responses to questions and that every associate understands and applies it in the same, correct way. As preparation for standardisation each associate analyses a number of students' scripts. Alternative answers not already covered by the mark scheme are discussed and legislated for. If, after the standardisation process, associates encounter unusual answers which have not been raised they are required to refer these to the lead assessment writer.

It must be stressed that a mark scheme is a working document, in many cases further developed and expanded on the basis of students' reactions to a particular paper. Assumptions about future mark schemes on the basis of one year's document should be avoided; whilst the guiding principles of assessment remain constant, details will change, depending on the content of a particular examination paper.

International A-level Business mark scheme

How to mark

Aims

When you are marking your allocation of scripts your main aims should be to:

- recognise and identify the achievements of students
- place students in the appropriate mark band and in the appropriate part of that mark band (high, low, middle)
- record your judgements with brief notes, annotations and comments that are relevant to the mark scheme and make it clear to other examiners how you have arrived at the numerical mark awarded
- put into a rank order the achievements of students (not to grade them – that is done later using the rank order that your marking has produced)
- ensure comparability of assessment for all students, regardless of question or examiner.

Approach

It is important to be **open-minded** and **positive** when marking scripts.

The specification recognises the variety of experiences and knowledge that students will have. It encourages them to study business in a way that is relevant to them. The questions have been designed to give them opportunities to discuss what they have found out about business. It is important to assess the quality of **what the student offers**.

Assessment Objectives

This component requires students to:

AO1	Demonstrate knowledge of terms, concepts, theories, methods and models to show an understanding of how individuals and organisations are affected by and respond to business issues.
AO2	Apply knowledge and understanding to various business contexts to show how individuals and organisations are affected by and respond to issues.
AO3	Analyse issues within business, showing an understanding of the impact on individuals and organisations of external and internal influences.
AO4	Evaluate quantitative and qualitative information to make informed judgements and propose evidence-based solutions to business issues.

The marking grids

The specification has generic marking grids for each Assessment Objective that is customised with indicative content for individual tasks. These have been designed to allow assessment of the range of knowledge, understanding and skills that the specification demands.

Within each Assessment Objective there are three or four broad levels representing different levels of achievement. Do not think of levels as equivalent to grade boundaries.

The indicative content gives examples of the kind of things students might do that would exemplify the level. They are neither exhaustive nor required – they are simply indicative of what would appear at this level. You will find that they sometimes indicate areas of content that can be handled with

increasing sophistication and subtlety. You will also find statements which only characterise work at the bottom or top of the range.

Depending on the part of the examination, the levels will have different mark ranges assigned to them. This will reflect the different weighting of Assessment Objectives in particular tasks and across the examination as a whole. You may be required to give different marks to bands for different Assessment Objectives.

Using the grids

These levels of response mark schemes are broken down into levels, each of which has descriptors. The descriptors for the level show the performance characteristics of the level. There is the same number of marks in each level for an individual Assessment Objective. The number of marks per level will vary depending upon the number of marks allocated to the various Assessment Objectives covered by a particular question.

Having familiarised yourself with the descriptors and indicative content, read through the answer and annotate it (as instructed below) to identify the qualities that are being looked for and that it shows. You can now check the levels and award a mark.

Step 1 Determine a level

Start at the lowest level of the mark scheme and use it as a ladder to see whether the answer meets the descriptors for that level. The descriptors for the level indicate the different qualities that might be seen in the student's answer for that level.

When assigning a level you should look at the overall quality of the answer and not look to pick holes in small and specific parts of the answer where the student has not performed quite as well as in the rest. If the answer covers different aspects of different levels of the mark scheme you should use a best fit approach for defining the level and then use the variability of the response to help decide the mark within the level; eg if the response fulfils most but not all of level 3 with a small amount of level 4 material, it would be placed in level 3 but be awarded a mark near the top of the level because of the level 4 content.

Step 2 Determine a mark

Once you have assigned a level you need to decide on the mark.

It is often best to start in the middle of the level's mark range and then check and adjust. If there is a lot of indicative content fully identifiable in the work you need to give the highest mark in the level. If only some is identifiable or it is only partially fulfilled, then give the lower mark.

The exemplar materials used during standardisation will also help. There will be an answer in the standardising materials that will correspond with each level of the mark scheme. This answer will have been awarded a mark by the lead examiner. You can compare the student's answer with the example to determine if it is of the same standard, better or worse than the example. You can then use this to allocate a mark for the answer based on the lead examiner's mark on the example.

You may well need to read back through the answer as you apply the mark scheme to clarify points and assure yourself that the level and the mark are appropriate.

In addition to the generic descriptors (presented in bold text), paper-specific indicative descriptors (presented in plain text) are provided as a guide for examiners. These are not intended to be exhaustive and you must credit other valid points.

An answer that contains nothing of relevance to the question must be awarded no marks.

Examiners are required to assign each of the students' responses to the most appropriate level according to its overall quality, then allocate a single mark within the level. When deciding upon a mark in a level examiners should bear in mind the relative weightings of the assessment objectives and be careful not to over/under credit a particular skill. For example, in question 11.3 more weight should be given to AO4 than to AO2 and AO3. This will be exemplified and reinforced as part of examiner training.

Annotating scripts

You should write a summative comment at the end for each Assessment Objective and indicate the marks for each Assessment Objective being tested at the end of the answer in the margin in sequence. It is vital that the way you arrive at a mark should be recorded on the script. This will help you with making accurate judgements and it will help any subsequent markers to identify how you are thinking. Please do not write negative comments about students' work or their alleged aptitudes; this is unprofessional and it impedes a positive marking approach.

Section A

Total for this section: 36 marks

Question	Part	Marking guidance	Total marks
01		<p>You are the manager of a large business that has financed its growth mainly through borrowing. You expect the interest rate in your country to increase soon.</p> <p>Should you reduce the borrowing of the business now? Assess the arguments for and against and make a judgement.</p>	<p>12</p> <p>AO1=2 AO2=2 AO3=2 AO4=6</p>

Examiners are reminded that AO1, AO2, AO3 and AO4 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives in this question. More weight should therefore be given to AO4 than AO1, AO2 and AO3.

Level	Marks	Descriptor
4	10–12	<p>An excellent response that focuses fully on the demands of the question</p> <p>Likely to demonstrate sound, focused analysis and well-supported evaluation:</p> <ul style="list-style-type: none"> • includes supported evaluation in a final conclusion and within response • includes well-focused analysis with clear, logical chains of reasoning • includes well-focused application to the given context • shows sound knowledge and understanding of business terminology and with few, if any, errors • is well structured and well-focused on the question. <p>A complete and coherent overall argument with a clear conclusion. The conclusion is arrived at through a balancing of arguments, with appropriate weight given to each argument and to the argument overall. Where there are crucial arguments, these are distinguished from less crucial ones.</p>
3	7–9	<p>A good response that focuses on many of the demands of the question</p> <p>Likely to demonstrate sound, focused analysis and some supported evaluation:</p> <ul style="list-style-type: none"> • includes some reasonable, supported evaluation • includes analysis with some logical chains of reasoning • includes some good application to the given context • shows sound knowledge and understanding of business terminology and concepts with relatively few errors. • is relatively well-structured and generally focused on the question. <p>A relatively complete and coherent argument leading to an attempt to conclude. The content is detailed and correct and most of it is integrated. There is recognition of arguments and counter-arguments, but balance is not always present and the weight to be given to each argument is not always fully clear.</p>
2	4–6	<p>A reasonable response which focuses on some of the demands of the question</p> <p>Some reasonable analysis but generally unsupported evaluation:</p> <ul style="list-style-type: none"> • there is likely to be some attempt to make relevant judgements but these have

Level	Marks	Descriptor
		<p>little support from arguments or do not address the question as a whole</p> <ul style="list-style-type: none"> • includes some reasonable analysis but which might not be adequately developed or becomes confused in places • includes reasonable application to the given context • shows satisfactory knowledge and understanding of business terminology and concepts but some weaknesses may be present. <p>There is an attempt to answer the question. There is likely to be a conclusion but it has little support and response may lack balance. The content is largely correct, though there may be some gaps and lack of detail.</p>
1	1–3	<p>A limited response that has little focus on the demands of the question</p> <p>A limited response with some understanding:</p> <ul style="list-style-type: none"> • includes attempted evaluation which is weak and unsupported • includes some limited analysis but it may lack focus and/or become confused • includes some limited application to the given context • includes some limited knowledge and understanding of business terminology and concepts but errors are likely.
	0	No credit worthy material.

The demands of this question are to make a reasoned judgement on whether to reduce borrowing in this context.

Indicative content

- High borrowing may involve high interest costs and this can create a risk.
- An increase in interest rates may increase the risk.
- By borrowing the business may be able to invest and earn higher returns than the cost of borrowing even if the rates increase.

Depends on:

- what the rates are now and what they may rise to
- how sure you are they will increase?
- how much are they likely to increase?
- how would you reduce the borrowing? Would this be feasible in the short run, eg if it involved the sale of assets?
- what terms of borrowing do you have? It could be that you have fixed terms and so the impact of an increase may be relatively small.

Accept other relevant content.

Question	Part	Marking guidance	Total marks
02		<p>The owners of a family shoe-making company are eager for the business to grow quickly. They are considering making a takeover bid for another shoe-making company based overseas.</p> <p>Would you recommend this as a good way for the family business to grow? Justify your answer.</p>	<p>12</p> <p>AO1=2 AO2=2 AO3=2 AO4=6</p>

Examiners are reminded that AO1, AO2 and AO3 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives in this question. More weight should therefore be given to AO4 than AO1, AO2 and AO3.

Level	Marks	Descriptor
4	10–12	<p>An excellent response that focuses fully on the demands of the question</p> <p>Likely to demonstrate sound, focused analysis and well-supported evaluation:</p> <ul style="list-style-type: none"> • includes supported evaluation in a final conclusion and within response • includes well-focused analysis with clear, logical chains of reasoning • includes well-focused application to the given context • shows sound knowledge and understanding of business terminology and with few, if any, errors • is well structured and well-focused on the question. <p>A complete and coherent overall argument with a clear conclusion. The conclusion is arrived at through a balancing of arguments, with appropriate weight given to each argument and to the argument overall. Where there are crucial arguments, these are distinguished from less crucial ones.</p>
3	7–9	<p>A good response that focuses on many of the demands of the question</p> <p>Likely to demonstrate sound, focused analysis and some supported evaluation:</p> <ul style="list-style-type: none"> • includes some reasonable, supported evaluation • includes analysis with some logical chains of reasoning • includes some good application to the given context • shows sound knowledge and understanding of business terminology and concepts with relatively few errors • is relatively well-structured and generally focused on the question. <p>A relatively complete and coherent argument leading to an attempt to conclude. The content is detailed and correct and most of it is integrated. There is recognition of arguments and counter-arguments, but balance is not always present and the weight to be given to each argument is not always fully clear.</p>
2	4–6	<p>A reasonable response which focuses on some of the demands of the question</p> <p>Some reasonable analysis but generally unsupported evaluation:</p> <ul style="list-style-type: none"> • there is likely to be some attempt to make relevant judgements but these have little support from arguments or do not address the question as a whole

Level	Marks	Descriptor
		<ul style="list-style-type: none"> includes some reasonable analysis but which might not be adequately developed or becomes confused in places includes reasonable application to the given context shows satisfactory knowledge and understanding of business terminology and concepts but some weaknesses may be present. <p>There is an attempt to answer the question. There is likely to be a conclusion but it has little support and response may lack balance. The content is largely correct, though there may be some gaps and lack of detail.</p>
1	1–3	<p>A limited response that has little focus on the demands of the question</p> <p>A limited response with some understanding:</p> <ul style="list-style-type: none"> includes attempted evaluation which is weak and unsupported includes some limited analysis but it may lack focus and/or become confused includes some limited application to the given context includes some limited knowledge and understanding of business terminology and concepts but errors are likely.
	0	No credit worthy material.

The demands of this question are to make a judgement on whether takeover is a good way for this business to grow.

Indicative content

- Takeover can lead to very fast growth which is what the owners want to achieve.
- They are both show making businesses so there may be economies of scale they can gain such as purchasing economies.
- Takeovers can lead to synergy; they may be able to share techniques, ideas, distribution channels.
- A takeover of an overseas business may provide a good way of entering an overseas market and could provide growth in the future.

However

- Need to consider the cost; do they need to pay a premium to gain control of the business and will they then earn a sufficient return on investment?
- Will there be culture clashes? A family business may have a strong and distinctive culture; will this work well with the new overseas business?
- Are there alternatives that may be a better way, eg franchising?

Overall it depends on factors such as:

- The price paid.
- The way the takeover is managed (eg growth can bring many challenges if not managed effectively).
- The nature of the target company and the degree of synergy.

Accept other relevant content.

Question	Part	Marking guidance	Total marks
03		<p>The Chief Executive of a business needs to introduce a strategy that includes a number of store closures.</p> <p>What style of leadership do you think would be best for a strategy? Justify your answer.</p>	<p>12</p> <p>AO1=2 AO2=2 AO3=2 AO4=6</p>

Examiners are reminded that AO1, AO2, AO3 and AO4 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives in this question. More weight should therefore be given to AO4 than AO1, AO2 and AO3.

Level	Marks	Descriptor
4	10–12	<p>An excellent response that focuses fully on the demands of the question</p> <p>Likely to demonstrate sound, focused analysis and well-supported evaluation:</p> <ul style="list-style-type: none"> • includes supported evaluation in a final conclusion and within response • includes well-focused analysis with clear, logical chains of reasoning • includes well-focused application to the given context • shows sound knowledge and understanding of business terminology and with few, if any, errors • is well structured and well focused on the question. <p>A complete and coherent overall argument with a clear conclusion. The conclusion is arrived at through a balancing of arguments, with appropriate weight given to each argument and to the argument overall. Where there are crucial arguments, these are distinguished from less crucial ones.</p>
3	7–9	<p>A good response that focuses on many of the demands of the question</p> <p>Likely to demonstrate sound, focused analysis and some supported evaluation:</p> <ul style="list-style-type: none"> • includes some reasonable, supported evaluation • includes analysis with some logical chains of reasoning • includes some good application to the given context • shows sound knowledge and understanding of business terminology and concepts with relatively few errors • is relatively well-structured and generally focused on the question. <p>A relatively complete and coherent argument leading to an attempt to conclude. The content is detailed and correct and most of it is integrated. There is recognition of arguments and counter-arguments, but balance is not always present and the weight to be given to each argument is not always fully clear.</p>
2	4–6	<p>A reasonable response which focuses on some of the demands of the question</p> <p>Some reasonable analysis but generally unsupported evaluation:</p> <ul style="list-style-type: none"> • there is likely to be some attempt to make relevant judgements but these have little support from arguments or do not address the question as a whole

Level	Marks	Descriptor
		<ul style="list-style-type: none"> includes some reasonable analysis but which might not be adequately developed or becomes confused in places includes reasonable application to the given context shows satisfactory knowledge and understanding of business terminology and concepts but some weaknesses may be present. <p>There is an attempt to answer the question. There is likely to be a conclusion but it has little support and response may lack balance. The content is largely correct, though there may be some gaps and lack of detail.</p>
1	1–3	<p>A limited response that has little focus on the demands of the question</p> <p>A limited response with some understanding:</p> <ul style="list-style-type: none"> includes attempted evaluation which is weak and unsupported includes some limited analysis but it may lack focus and/or become confused includes some limited application to the given context includes some limited knowledge and understanding of business terminology and concepts but errors are likely.
	0	No credit worthy material.

The demands of the question require a supported judgement on the style of leadership you would recommend when introducing a strategy that involves store closures.

Indicative content:

- Leader may want to consult in order to find the best way of introducing and implementing the strategy; may gain ideas, may gain insights. This style may be appropriate as it may possibly find ways of avoiding the closures or at least ideas on how to manage them effectively. May reduce resistance to change by involving employees in the process.
- Leader may want to force change through. Consultation may slow the process up and the managers may want it to happen quickly. Consultation may be felt to create even more tension and it may be better to simply tell people what to do.

The leadership style may depend on:

- the time horizon
- the likely attitude of employees if involved or not involved
- the natural style of the leader and the culture of the business
- the legal environment, eg may be laws ensuring employees have time to input into the decision.

Accept other relevant content.

Section B

Total for this section: 44 marks

Question	Part	Marking guidance	Total marks
04		<p>State one way the size of the computer games market may be measured.</p> <p>Sales volume or sales value.</p>	<p>1</p> <p>AO1=1</p>
05		<p>State the product category that Product X belongs to in the Boston matrix model shown in Figure 1.</p> <p>Dog (1).</p>	<p>1</p> <p>AO1=1</p>
06		<p>Calculate the total float time on Activity D shown in Figure 2.</p> <p>Total float on Activity D = Latest Finish Time – Duration – Earliest Start Time = 7 – 2 – 4 = 1 week</p> <p>1 mark for knowing the equation or selecting the right numbers.</p> <p>1 mark for correct answer including identifying.</p> <p>1 mark for recognising it is measured in weeks.</p>	<p>3</p> <p>AO1=1</p> <p>AO2=2</p>
07		<p>Using Figure 2, state the activities on the critical path and its total duration in weeks.</p> <p>Critical path = AEG 1 mark.</p> <p>Total duration = 14 weeks 1 mark.</p>	<p>2</p> <p>AO2=2</p>
08		<p>Calculate the current ratio for Tana plc in 2017.</p> <p>Current ratio = current assets/current liabilities= \$90m/\$35m = 2.5</p> <p>1 mark for equation or selecting \$90m and \$ 35 million correctly</p> <p>1 mark for correct calculation.</p>	<p>2</p> <p>AO1=1</p> <p>AO2=1</p>
09		<p>Calculate the gearing ratio for Tana plc in 2017.</p> <p>Gearing ratio=(non-current liabilities/capital employed)*100 = (\$20m/\$155m)*100= 12.9%</p> <p>1 mark for calculating capital employed = \$155m.</p> <p>1 mark for gearing equation or correctly selecting \$20m and capital employed figure.</p> <p>1 mark for correctly calculating answer given value of capital employed (own figure rule).</p>	<p>3</p> <p>AO1=2</p> <p>AO2=1</p>
10		<p>Calculate the return on capital employed for Tana plc in 2017.</p> <p>Return on capital employed=(profit for the year/capital employed)*100= (\$4m/\$155m)*100= 2.6%</p> <p>1 mark for equation or correctly selecting \$4m and capital employed.</p> <p>1 mark for correct calculation given values for profit for the year and capital employed. (own figure rule).</p>	<p>2</p> <p>AO1=1</p> <p>AO2=1</p>

Question	Part	Marking guidance	Total marks
11	1	Analyse the key strengths of Tana’s existing position.	9 AO1=2 AO2=2 AO3=5

Examiners are reminded that AO1, AO2 and AO3 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives in this question. More weight should therefore be given to AO3 than AO1 and AO2.

Level	Marks	Descriptor
3	7–9	<p>A good response that focuses on many of the demands of the question</p> <ul style="list-style-type: none"> • includes well-focused analysis with logical chains of reasoning • includes well-focused application to the given context • shows sound knowledge and understanding of business terminology and concepts with few, if any, errors • is well structured.
2	4–6	<p>A reasonable response which focuses on some of the demands of the question</p> <ul style="list-style-type: none"> • includes reasonable analysis but the analysis might not be fully developed or may lack some accuracy in places • includes reasonable application to the given context • focuses on issues that are relevant to the question, showing satisfactory knowledge and understanding of business terminology and concepts but some weaknesses may be present.
1	1–3	<p>A limited response that has little focus on the demands of the question</p> <p>A limited response with some understanding that may:</p> <ul style="list-style-type: none"> • include some limited analysis but lacks focus and development • include some limited application to the given context • include some limited knowledge and understanding of business terminology and concepts but some errors are likely.
	0	No credit worthy material.

Indicative content

- Low gearing and can borrow more; interest rates are low so should be able to earn higher return than borrowing costs.
- Liquid with current assets £65m more than current liabilities so can finance some investment internally.
- Have some cash cows; could be source of funds for future investment.
- Carl has strong track record in the industry and seems well received.
- Has track record in the past of award-winning games so this may make it easier to attract staff.

Accept other relevant content.

A **good response** will select the key strengths of the business. Understanding is accurate and the analysis is well developed.

A **reasonable response** may explain some of the strengths of the business but these may not be fully developed. Understanding may lack some accuracy.

A **limited response** may identify strengths with limited development.

Question	Part	Marking guidance	Total marks
11	2	Analyse the key weaknesses of Tana’s existing position.	9 AO1=2 AO2=2 AO3=5

Examiners are reminded that AO1, AO2 and AO3 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives in this question. More weight should therefore be given to AO3 than AO1 and AO2.

Level	Marks	Descriptor
3	7–9	<p>A good response that focuses on many of the demands of the question</p> <ul style="list-style-type: none"> includes well-focused analysis with logical chains of reasoning includes well-focused application to the given context shows sound knowledge and understanding of business terminology and concepts with few, if any, errors is well structured.
2	4–6	<p>A reasonable response which focuses on some of the demands of the question</p> <ul style="list-style-type: none"> includes reasonable analysis but the analysis might not be fully developed or may lack some accuracy in places includes reasonable application to the given context focuses on issues that are relevant to the question, showing satisfactory knowledge and understanding of business terminology and concepts but some weaknesses may be present.
1	1–3	<p>A limited response that has little focus on the demands of the question</p> <p>A limited response with some understanding that may:</p> <ul style="list-style-type: none"> include some limited analysis but lacks focus and development include some limited application to the given context include some limited knowledge and understanding of business terminology and concepts but some errors are likely.
	0	No credit worthy material.

Indicative content

- Lack of new products; does not have a balanced portfolio which may weaken long-term position.
- Losing staff at much higher rate than in the past; this might threaten the future sales of the business.
- The network diagram suggests that the new product will be too late to earn the higher return.
- Low return on capital employed (2% in 2017) which may make it difficult to attract outside investors if these are needed.

Accept other relevant content.

A **good response** will select the key weaknesses of the business. Understanding is accurate and the analysis is well developed.

A **reasonable response** may explain some of the weaknesses of the business but these may not be fully developed. Understanding may lack some accuracy

A **limited response** may identify weaknesses with limited development.

Question	Part	Marking guidance	Total marks
11	3	With reference to your analysis, produce a plan of the actions that you think Carl should now take at Tana plc. You should justify your recommendations.	12 AO2=2 AO3=4 AO4=6

Examiners are reminded that AO1, AO2 and AO3 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives in this question. More weight should therefore be given to AO4 and AO3 than AO2.

Level	Marks	Descriptor
4	10–12	<p>An excellent response that focuses fully on the demands of the question</p> <p>Likely to demonstrate sound, focused relevant analysis and well-supported evaluation:</p> <ul style="list-style-type: none"> • includes supported evaluation that builds on prior analysis in the earlier parts of this question • includes a well-integrated set of actions that form a logical, coherent plan • includes well-focused application to the given context • shows sound knowledge and understanding of business terminology and with few, if any, errors • is well structured and well-focused on the question. <p>A complete and coherent overall argument with a clear sense of a plan. Excellent link between recommendations and the context and objectives The conclusion is arrived at through a balancing of arguments, with appropriate weight given to each argument and to the argument overall. The response considers the priorities and what is realistic given the objectives, time and resources available. Where there are crucial arguments, these are distinguished from less crucial ones.</p>
3	7–9	<p>A good response that focuses on many of the demands of the question</p>

Level	Marks	Descriptor
		<p>Likely to demonstrate sound, focused analysis and some supported evaluation:</p> <ul style="list-style-type: none"> • includes some reasonable, supported evaluation linked to earlier analysis • includes a plan that includes relevant recommendations • includes some good application to the given context • shows sound knowledge and understanding of business terminology and concepts with relatively few errors • is relatively well-structured and generally focused on the question. <p>A relatively complete and coherent argument with some sense of a plan. Good link between recommendations and the context and objectives. The content is detailed and correct and most of it is integrated. There is recognition of arguments and counter-arguments, but balance is not always present and the weight to be given to each argument is not always fully clear. The response has an awareness of priorities and what is realistic given the objectives, time and resources available.</p>
2	4–6	<p>A reasonable response which focuses on some of the demands of the question</p> <p>Some relevant recommendations but not linked effectively to earlier analysis</p> <ul style="list-style-type: none"> • there is likely to be some attempt to make relevant judgements but these have little support from earlier analysis • recommendations are made but little sense of a coherent plan • includes reasonable application to the given context • shows satisfactory knowledge and understanding of business terminology and concepts but some weaknesses may be present. <p>There is an attempt to answer the question. Reasonable link between recommendations and the context and objectives. Some awareness of how the elements of the plan fit together, eg what to prioritise and what is realistic given the objectives, time and resources available.</p>
1	1–3	<p>A limited response that has little focus on the demands of the question</p> <p>A limited response with some understanding:</p> <ul style="list-style-type: none"> • includes some attempt to evaluate and make recommendations but this is weak and unsupported • little sense of a plan • includes some limited analysis but it may lack focus and/or become confused • includes some limited application to the given context • includes some limited knowledge and understanding of business terminology and concepts but errors are likely. <p>Recommendations do not link well to the context and objectives. Little awareness of how the elements of the plan fit together, eg what to prioritise and what is realistic given the objectives, time and resources available.</p>
	0	No credit worthy material.

Indicative content

- Finance new product development; can borrow to do this because of the low gearing or use internal finance.
- Need to address the staffing issues. Need to consider the style of management and consult with staff. Employees do not feel involved or part of a team. The success of the business in the past has been the talent of its people so important to gain, retain and engage with employees.
- Need to review the reward systems, eg by reinstalling the profit-sharing schemes this might make staff more concerned about how the business is doing.
- Short-term need to get the product “Challenger” out on time – can this be done by allocating more staff? Longer term needs better product portfolio.

Accept other relevant content.

Assessment Objective grid

	A01	A02	A03	A04	Total
Section A					
1	2	2	2	6	12
2	2	2	2	6	12
3	2	2	2	6	12
Section B					
4	1				1
5	1				1
6	1	2			3
7		2			2
8	1	1			2
9	2	1			3
10	1	1			2
11.1	2	2	5		9
11.2	2	2	5		9
11.3		2	4	6	12
Unit total	17	19	20	24	80

GET HELP AND SUPPORT

Visit our website for information, guidance, support and resources at oxfordaqaexams.org.uk

You can contact the business team directly;

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