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**BUSINESS**

**9609/22**

Paper 2 Data Response

**October/November 2018**

MARK SCHEME

Maximum Mark: 60

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**Published**

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the October/November 2018 series for most Cambridge IGCSE™, Cambridge International A and AS Level components and some Cambridge O Level components.

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This document consists of **20** printed pages.

**Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

the specific content of the mark scheme or the generic level descriptors for the question  
the specific skills defined in the mark scheme or in the generic level descriptors for the question  
the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate  
marks are awarded when candidates clearly demonstrate what they know and can do  
marks are not deducted for errors  
marks are not deducted for omissions  
answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

Question	Answer	Marks																																			
1(a)(i)	<p data-bbox="312 248 767 282"><b>Define the term ‘venture capital’.</b></p> <table border="1" data-bbox="323 315 1310 577"> <thead> <tr> <th data-bbox="323 315 1195 378">Knowledge</th> <th data-bbox="1195 315 1310 378">Marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="323 378 1195 443">A correct definition</td> <td data-bbox="1195 378 1310 443">2</td> </tr> <tr> <td data-bbox="323 443 1195 508">A partial, vague or unfocused definition</td> <td data-bbox="1195 443 1310 508">1</td> </tr> <tr> <td data-bbox="323 508 1195 573">No creditable content</td> <td data-bbox="1195 508 1310 573">0</td> </tr> </tbody> </table> <p data-bbox="312 611 427 645"><b>Content</b></p> <p data-bbox="312 678 1310 779">One mark for an understanding that this is a source of finance (from the business perspective) or an investment (from the entrepreneurs perspective) Source of finance/investment/equity/funds</p> <p data-bbox="312 813 1294 947">One mark for an understanding that this is risky, or for a risky purpose – <b>do not allow ‘risk’ on its own as all investments have risk</b> Provided for high risk/risky/riskier/new businesses/high growth/innovations</p> <table border="1" data-bbox="323 981 1310 1971"> <thead> <tr> <th data-bbox="323 981 758 1046">Exemplar</th> <th data-bbox="758 981 874 1046">Marks</th> <th data-bbox="874 981 1310 1046">Rationale</th> </tr> </thead> <tbody> <tr> <td data-bbox="323 1046 758 1146">A source of finance provided to high risk businesses.</td> <td data-bbox="758 1046 874 1146">2</td> <td data-bbox="874 1046 1310 1146">Both elements</td> </tr> <tr> <td data-bbox="323 1146 758 1247">Investment into a new business</td> <td data-bbox="758 1146 874 1247">2</td> <td data-bbox="874 1146 1310 1247">Both elements</td> </tr> <tr> <td data-bbox="323 1247 758 1348">The equity into a high growth business</td> <td data-bbox="758 1247 874 1348">2</td> <td data-bbox="874 1247 1310 1348">Both elements</td> </tr> <tr> <td data-bbox="323 1348 758 1471">A risky source of finance</td> <td data-bbox="758 1348 874 1471">2</td> <td data-bbox="874 1348 1310 1471">‘Risky’ is just enough for high risk – don’t accept risk on its own</td> </tr> <tr> <td data-bbox="323 1471 758 1594">An investment with some risk</td> <td data-bbox="758 1471 874 1594">1</td> <td data-bbox="874 1471 1310 1594">Investment is worth a mark, but ‘some risk’ is true of all investments</td> </tr> <tr> <td data-bbox="323 1594 758 1718">High risk capital</td> <td data-bbox="758 1594 874 1718">1</td> <td data-bbox="874 1594 1310 1718">‘Capital’ is a repeat of the question</td> </tr> <tr> <td data-bbox="323 1718 758 1874">The money provided to a business when it starts up</td> <td data-bbox="758 1718 874 1874">1</td> <td data-bbox="874 1718 1310 1874">‘starts up’ is good enough (new business), but ‘money provided’ is not enough (source of finance)</td> </tr> <tr> <td data-bbox="323 1874 758 1971">The capital provided for a venture</td> <td data-bbox="758 1874 874 1971">0</td> <td data-bbox="874 1874 1310 1971">A tautology</td> </tr> </tbody> </table>	Knowledge	Marks	A correct definition	2	A partial, vague or unfocused definition	1	No creditable content	0	Exemplar	Marks	Rationale	A source of finance provided to high risk businesses.	2	Both elements	Investment into a new business	2	Both elements	The equity into a high growth business	2	Both elements	A risky source of finance	2	‘Risky’ is just enough for high risk – don’t accept risk on its own	An investment with some risk	1	Investment is worth a mark, but ‘some risk’ is true of all investments	High risk capital	1	‘Capital’ is a repeat of the question	The money provided to a business when it starts up	1	‘starts up’ is good enough (new business), but ‘money provided’ is not enough (source of finance)	The capital provided for a venture	0	A tautology	2
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1(a)(ii)	<p><b>Briefly explain the term ‘internal growth’.</b></p> <p>Award one mark for each point of explanation:</p> <table border="1" data-bbox="312 383 1318 880"> <thead> <tr> <th></th> <th>Knowledge</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>C</td> <td>Example (<b>an example needs to be specific – not the same as items in the A mark</b>) or some other way of showing good understanding, for example AKA organic growth or less risky than external growth, higher cost, higher profitability etc.</td> <td>1</td> </tr> <tr> <td>B</td> <td>Explanation of internal (in terms of growth), – using own funds, reinvesting etc. or in terms of NOT merging/taking over another business (do not allow <b>not external</b>)</td> <td>1</td> </tr> <tr> <td>A</td> <td>Explanation of growth – expansion, getting bigger, opening more stores/factories/outlets etc.</td> <td>1</td> </tr> </tbody> </table> <p><b>Content</b></p> <p>When a business expands its own operations using internal sources of finance. Known as organic growth.</p> <table border="1" data-bbox="312 1081 1318 1939"> <thead> <tr> <th>Exemplar</th> <th>Marks</th> <th>Rationale</th> </tr> </thead> <tbody> <tr> <td>Organic growth by using the businesses profits to open more shops.</td> <td>3</td> <td>‘Organic growth’ – C mark ‘using businesses own profits’ – B mark ‘to open more shops’ – A mark</td> </tr> <tr> <td>Expansion by reinvesting profits as opposed to a merger.</td> <td>2</td> <td>Expansion is A mark Reinvesting is B mark ‘As opposed to merger’ is also the B mark</td> </tr> <tr> <td>Growth by using the businesses own funds. It is also known as organic growth.</td> <td>2</td> <td>B and C mark – do not award ‘growth’ as the A mark because it is part of the term/in the question.</td> </tr> <tr> <td>Expansion by opening more stores or selling more products. This growth will lead to more sales and the business being able to grow even more in the future.</td> <td>1</td> <td>This is only about growth – A mark, but many times which only gives one mark</td> </tr> <tr> <td>Growth by using internal funds</td> <td>0</td> <td>Tautology</td> </tr> </tbody> </table>		Knowledge	Marks	C	Example ( <b>an example needs to be specific – not the same as items in the A mark</b> ) or some other way of showing good understanding, for example AKA organic growth or less risky than external growth, higher cost, higher profitability etc.	1	B	Explanation of internal (in terms of growth), – using own funds, reinvesting etc. or in terms of NOT merging/taking over another business (do not allow <b>not external</b> )	1	A	Explanation of growth – expansion, getting bigger, opening more stores/factories/outlets etc.	1	Exemplar	Marks	Rationale	Organic growth by using the businesses profits to open more shops.	3	‘Organic growth’ – C mark ‘using businesses own profits’ – B mark ‘to open more shops’ – A mark	Expansion by reinvesting profits as opposed to a merger.	2	Expansion is A mark Reinvesting is B mark ‘As opposed to merger’ is also the B mark	Growth by using the businesses own funds. It is also known as organic growth.	2	B and C mark – do not award ‘growth’ as the A mark because it is part of the term/in the question.	Expansion by opening more stores or selling more products. This growth will lead to more sales and the business being able to grow even more in the future.	1	This is only about growth – A mark, but many times which only gives one mark	Growth by using internal funds	0	Tautology	3
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1(b)(ii)	<b>Analyse two limitations to Thamir of using published accounts to decide whether to invest in CL.</b>				<b>8</b>
	<b>Level</b>	<b>Knowledge and Application (4 marks)</b>	<b>Marks</b>	<b>Analysis (4 marks)</b>	<b>Marks</b>
	2	Shows understanding of <b>two</b> limitations of CL's published accounts	4	Developed analysis to Thamir of <b>two</b> limitations of using CL's published accounts	4
		Shows understanding of <b>one</b> limitation of CL's published accounts	3	Developed analysis to Thamir of <b>one</b> limitation of using CL's published accounts	3
	1	Shows knowledge of <b>two</b> limitations of published accounts	2	Limited analysis of <b>two</b> limitations of using published accounts	2
		Shows knowledge of <b>one</b> limitation of published accounts	1	Limited analysis of <b>one</b> limitation of using published accounts	1
	0	No creditable content			
	<p><b>OFR</b>  Do not accept answers which state that the published accounts could be 'wrong' without a valid reason why they might be wrong.  Analysis must be about the limitations to Thamir (as a potential owner/investor) to achieve level 2.  Non-contextual answers can only gain 2 + 2 = 4 marks</p>				

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1(b)(ii)	<p><b>Content</b></p> <p>Historical – Published accounts are backward looking and will not tell Thamir much about the current state of the business for his investment. Is the business worth the same now as it was when the accounts were published. Also these accounts are from 31/12/17 – so half a year out of date.</p> <p>Need something to compare the accounts with – this is only one year, so there is nothing to compare with for Thamir to know if CL is improving or not.</p> <p>Need other businesses within industry to compare – no other businesses in the clothing industry to compare CL’s accounts with.</p> <p>Non-financial assets are not included, e.g. human resources, management. May not give the full picture to Thamir. Only includes quantitative values</p> <p>Income statement only shows totals for the year</p> <p>Statement of financial position only a snapshot of a business at one point in time</p> <p>Market is dynamic and changes will not be reflected in the historical account</p> <p><b>Accept reference to what is missing from the given accounts (fig 1) as contextual (even though the data might appear in the published accounts), e.g. no inventory shown</b></p> <table border="1" data-bbox="312 1070 1321 1933"> <thead> <tr> <th data-bbox="312 1070 552 1301">Examples of knowledge of a limitation of using published accounts</th> <th data-bbox="552 1070 847 1301">Examples of application/context</th> <th data-bbox="847 1070 1082 1301">Examples of possible limited analysis</th> <th data-bbox="1082 1070 1321 1301">Examples of developed analysis in context</th> </tr> </thead> <tbody> <tr> <td data-bbox="312 1301 552 1532">Can be window dressed (K)</td> <td data-bbox="552 1301 847 1532">CL may have postponed payment of bills until after 31st December (APP)</td> <td data-bbox="847 1301 1082 1532">This could make the current assets appear to be worth more (AN)</td> <td data-bbox="1082 1301 1321 1532">Which may lead Thamir to pay more for 50% of the business (DEV)</td> </tr> <tr> <td data-bbox="312 1532 552 1704">May not reflect changes (K)</td> <td data-bbox="552 1532 847 1704">Which may make Thamir’s 50% investment in shares (APP)</td> <td data-bbox="847 1532 1082 1704">a risky investment (AN)</td> <td data-bbox="1082 1532 1321 1704">and may lead to him losing his money (DEV)</td> </tr> <tr> <td data-bbox="312 1704 552 1933">May not show customer loyalty (K)</td> <td data-bbox="552 1704 847 1933">The \$760 000 value of the non-current assets may not include the customer loyalty (APP)</td> <td data-bbox="847 1704 1082 1933">The business may be worth more than Thamir thinks it is (AN)</td> <td data-bbox="1082 1704 1321 1933">Which may lead Thamir to not invest in the business. (DEV)</td> </tr> </tbody> </table>				Examples of knowledge of a limitation of using published accounts	Examples of application/context	Examples of possible limited analysis	Examples of developed analysis in context	Can be window dressed (K)	CL may have postponed payment of bills until after 31st December (APP)	This could make the current assets appear to be worth more (AN)	Which may lead Thamir to pay more for 50% of the business (DEV)	May not reflect changes (K)	Which may make Thamir’s 50% investment in shares (APP)	a risky investment (AN)	and may lead to him losing his money (DEV)	May not show customer loyalty (K)	The \$760 000 value of the non-current assets may not include the customer loyalty (APP)	The business may be worth more than Thamir thinks it is (AN)	Which may lead Thamir to not invest in the business. (DEV)	
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<p><b>ARA</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="320 1294 815 1391">Knowledge of entrepreneurial quality needed for success (K)</th> <th data-bbox="815 1294 1310 1391">Possible context (APP)</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1391 815 1462">Risk taker</td> <td data-bbox="815 1391 1310 1462">To invest venture capital</td> </tr> <tr> <td data-bbox="320 1462 815 1559">Leadership skills</td> <td data-bbox="815 1462 1310 1559">To become a 50% owner/manager in CL</td> </tr> <tr> <td data-bbox="320 1559 815 1657">Energy and enthusiasm</td> <td data-bbox="815 1559 1310 1657">To take on managerial roles such as advice on JIT</td> </tr> <tr> <td data-bbox="320 1657 815 1758">Drive</td> <td data-bbox="815 1657 1310 1758">Because he was driven to build up an international retail business</td> </tr> </tbody> </table>					Knowledge of entrepreneurial quality needed for success (K)	Possible context (APP)	Risk taker	To invest venture capital	Leadership skills	To become a 50% owner/manager in CL	Energy and enthusiasm	To take on managerial roles such as advice on JIT	Drive	Because he was driven to build up an international retail business												
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Question	Answer					Marks
1(d)	<b>Discuss which stakeholders of CL are likely to be most affected by the introduction of Just in Time (JIT) inventory management.</b>					<b>11</b>
	<b>Knowledge and Application (4 marks)</b>	<b>Marks</b>	<b>Annotation</b>	<b>Analysis and Evaluation (7 marks)</b>	<b>Marks</b>	<b>Annotation</b>
				A justified judgement based on a developed argument of at least two stakeholders	7	EVAL + EVAL + EVAL
				A developed judgement based on a developed argument of at least two stakeholders	6	EVAL + EVAL
				A basic judgement based on a developed argument of at least two stakeholders	5	EVAL
	Shows understanding of <b>two</b> stakeholders in context	3–4	APP + APP	Argument based on the impact on <b>two</b> stakeholders of CL of just in time in context	4	DEV + DEV
	Shows understanding of <b>one</b> stakeholder in context		APP	Argument based on the impact on <b>one</b> stakeholder of CL of just in time in context	3	DEV

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	Shows knowledge of two stakeholders	1–2	K + K	Limited analysis on <b>two</b> stakeholders of CL of the introduction of just in time	2	AN + AN	
	Shows knowledge of one stakeholder		K	Limited analysis on <b>one</b> of CL stakeholder of the introduction of just in time	1	AN	
	No creditable content					0	
<p><b>Content</b></p> <p>Suppliers – at the moment the suppliers deliver once a month but just in time will require more regular deliveries (perhaps daily). This is likely to increase the costs of the supplier which they may or may not pass on to CL. Will CL need to change to closer suppliers?</p> <p>Current owners – could require significant investment. May also be savings to be made on the large warehouse that may not be needed any more.</p> <p>Employees – May be made redundant if they work in the warehouse – alternatively their job may change to distribution rather than warehouse.</p> <p>Customers – used to next day delivery, but this may not be possible if clothes have to be ordered from suppliers after they have been ordered by the customer.</p> <p>Thamir – Condition of him investing in CL</p>							

Question	Answer					Marks	
1(d)	<b>ARA</b> An example of how an answer could develop and how it should be annotated.						
	<b>K</b>	<b>APP</b>	<b>AN</b>	<b>DEV</b>	<b>EVAL</b>		
	Suppliers	only deliver inventory to CL once a month and will need to increase this.	JIT might mean that the suppliers would need to deliver goods every day increasing their costs.	Which could decrease the suppliers profit.	Overall the supplier will be more affected by the introduction of JIT than the customer (EVAL).		
Customers	Expect their deliveries the next day if ordered by 18.00.	With JIT this may no longer be possible and the customer may have to wait longer.	Which could make the customer have to order from elsewhere.	Because the supplier may not have enough other customers to stop supplying CL, whereas the customer is likely to have greater choice of where to buy clothes from. (EVAL EVAL).  However this depends on how much extra time the customer will have to wait for delivery (EVAL EVAL EVAL).			

Question	Answer	Marks																							
2(a)(i)	<p><b>Define the term ‘primary sector’ (line x).</b></p> <table border="1" data-bbox="327 315 1307 577"> <thead> <tr> <th data-bbox="327 315 1193 383">Knowledge</th> <th data-bbox="1193 315 1307 383">Marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="327 383 1193 450">A correct definition</td> <td data-bbox="1193 383 1307 450">2</td> </tr> <tr> <td data-bbox="327 450 1193 517">A partial, vague or unfocused definition</td> <td data-bbox="1193 450 1307 517">1</td> </tr> <tr> <td data-bbox="327 517 1193 577">No creditable content</td> <td data-bbox="1193 517 1307 577">0</td> </tr> </tbody> </table> <p><b>Content</b> The sector of business that deals directly with natural resources/the extraction of natural resources.</p> <p>One mark for showing understanding that it is about extraction Extraction, mining, fishing, farming/agriculture</p> <p>One mark for showing understating that it is to do with raw materials Raw materials, natural resources etc.</p> <table border="1" data-bbox="327 949 1307 1274"> <thead> <tr> <th data-bbox="327 949 762 1016">Exemplar</th> <th data-bbox="762 949 874 1016">Mark</th> <th data-bbox="874 949 1307 1016">Rationale</th> </tr> </thead> <tbody> <tr> <td data-bbox="327 1016 762 1084">Extraction of raw material</td> <td data-bbox="762 1016 874 1084">2</td> <td data-bbox="874 1016 1307 1084">Both elements covered</td> </tr> <tr> <td data-bbox="327 1084 762 1151">Acquiring natural materials</td> <td data-bbox="762 1084 874 1151">1</td> <td data-bbox="874 1084 1307 1151">‘Acquiring’ is not enough</td> </tr> <tr> <td data-bbox="327 1151 762 1218">Farming the land</td> <td data-bbox="762 1151 874 1218">1</td> <td data-bbox="874 1151 1307 1218">No idea of the raw material</td> </tr> <tr> <td data-bbox="327 1218 762 1274">Mining things out of the ground</td> <td data-bbox="762 1218 874 1274">1</td> <td data-bbox="874 1218 1307 1274">No idea of the raw material</td> </tr> </tbody> </table>	Knowledge	Marks	A correct definition	2	A partial, vague or unfocused definition	1	No creditable content	0	Exemplar	Mark	Rationale	Extraction of raw material	2	Both elements covered	Acquiring natural materials	1	‘Acquiring’ is not enough	Farming the land	1	No idea of the raw material	Mining things out of the ground	1	No idea of the raw material	2
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2(a)(ii)	<p><b>Briefly explain the term ‘flow production’ (line x).</b></p> <p>Award one mark for each point of explanation:</p> <table border="1" data-bbox="316 349 1321 779"> <thead> <tr> <th></th> <th>Knowledge</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>C</td> <td>Example or some other way of showing good understanding, for example (high) use of machinery/capital, homogeneous (exactly the same) products, allows greater economies of scale</td> <td>3</td> </tr> <tr> <td>B</td> <td>Allows greater/faster production/high volume/mass – i.e. can produce more</td> <td>2</td> </tr> <tr> <td>A</td> <td>Use of an assembly line, continuous, produced in stages, one after another</td> <td>1</td> </tr> </tbody> </table> <p><b>Content</b> Flow production – the continuous movement of products through the production process. When one task is finished the next task starts.</p> <p>Flow production is also known as mass production and uses production lines e.g. car manufacturer. High volume of similar items.</p> <table border="1" data-bbox="316 1048 1321 1731"> <thead> <tr> <th>Exemplar</th> <th>Mark</th> <th>Rationale</th> </tr> </thead> <tbody> <tr> <td>Mass production on an assembly line, for example car manufacture</td> <td>3</td> <td>All three elements</td> </tr> <tr> <td>Continuous production of many goods, often using high levels of capital</td> <td>3</td> <td>All three elements</td> </tr> <tr> <td>Making large amounts of the same product</td> <td>2</td> <td>B and C marks</td> </tr> <tr> <td>Flow production is mass producing products on an assembly line</td> <td>2</td> <td>A and B marks</td> </tr> <tr> <td>When goods are made one after another in a continuous production line</td> <td>1</td> <td>Only A mark</td> </tr> </tbody> </table>		Knowledge	Marks	C	Example or some other way of showing good understanding, for example (high) use of machinery/capital, homogeneous (exactly the same) products, allows greater economies of scale	3	B	Allows greater/faster production/high volume/mass – i.e. can produce more	2	A	Use of an assembly line, continuous, produced in stages, one after another	1	Exemplar	Mark	Rationale	Mass production on an assembly line, for example car manufacture	3	All three elements	Continuous production of many goods, often using high levels of capital	3	All three elements	Making large amounts of the same product	2	B and C marks	Flow production is mass producing products on an assembly line	2	A and B marks	When goods are made one after another in a continuous production line	1	Only A mark	3
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Question	Answer				Marks
2(c)	<b>Analyse how having two of Goleman’s emotional intelligence competencies could help the person selected fulfil the role of sales manager.</b>				<b>8</b>
	<b>Level</b>	<b>Knowledge and Application (4 marks)</b>	<b>Marks</b>	<b>Analysis (4 marks)</b>	<b>Marks</b>
	2b	Shows understanding of how <b>two</b> of Goleman’s competencies could help the person selected fulfil the role of sales manager	4	Developed analysis of the use of <b>two</b> of Goleman’s competencies could help the person selected fulfil the role of sales manager	4
	2a	Shows knowledge of how <b>one</b> of Goleman’s competencies could help the person selected fulfil the role of sales manager	3	Developed analysis of the use of <b>one</b> of Goleman’s competencies could help the person selected fulfil the role of sales manager	3
	1b	Shows knowledge of <b>two</b> of Goleman’s competencies	2	Limited analysis of the use of <b>two</b> of Goleman’s competencies in recruitment	2
	1a	Shows knowledge of <b>one</b> of Goleman’s competencies	1	Limited analysis of the use of <b>one</b> of Goleman’s competencies in recruitment	1
	0	No creditable content			
<p><b>NOTE. the analytical impact can be on any stakeholder of the business</b>  <b>Candidates must show that they know the specific competencies by name</b></p>					



Question	Answer				Marks												
2(c)	<p><b>Content</b></p> <p><u>Self-awareness</u> i.e. Emotional self-awareness; accurate self-assessment; self-confidence. <i>e.g. needs to be able to recognise own skills and develop these within the sales role at WW.</i></p> <p><u>Self management</u> – Self-control, trustworthiness, conscientiousness, adaptability, focus on achievement and initiative. <i>e.g. Needs time management skills. Ability to work on own.</i></p> <p><u>Social awareness</u> – Empathy, understanding of the organisation of the business, focus on customer service. <i>e.g. needs understand how to negotiate</i></p> <p><u>Social skills/management</u> – Influencing others, leadership, developing others, communication skills, conflict management, teamworking and collaboration. <i>e.g. ability to work as a team. Good communicator</i></p> <table border="1" data-bbox="312 853 1318 1619"> <thead> <tr> <th data-bbox="312 853 564 1016">Examples of Golman’s competencies</th> <th data-bbox="564 853 817 1016">Examples of application/ context</th> <th data-bbox="817 853 1069 1016">Examples of possible limited analysis</th> <th data-bbox="1069 853 1318 1016">Examples of possible developed analysis</th> </tr> </thead> <tbody> <tr> <td data-bbox="312 1016 564 1386">Self-awareness</td> <td data-bbox="564 1016 817 1386">The sales manager must be willing to develop their own skills</td> <td data-bbox="817 1016 1069 1386">If the manager is self-aware then they know which skills to develop in themselves so that WW can have a successful launch into the market.</td> <td data-bbox="1069 1016 1318 1386">This is likely to lead to WW being able to dominate the niche market and make more profit.</td> </tr> <tr> <td data-bbox="312 1386 564 1619">Social skills/ management</td> <td data-bbox="564 1386 817 1619">Important because the sales manager must lead a team of sales-people</td> <td data-bbox="817 1386 1069 1619">This is likely to make the sales team more effective</td> <td data-bbox="1069 1386 1318 1619">Which could lead to WW establishing the brand and gaining a high market share.</td> </tr> </tbody> </table>				Examples of Golman’s competencies	Examples of application/ context	Examples of possible limited analysis	Examples of possible developed analysis	Self-awareness	The sales manager must be willing to develop their own skills	If the manager is self-aware then they know which skills to develop in themselves so that WW can have a successful launch into the market.	This is likely to lead to WW being able to dominate the niche market and make more profit.	Social skills/ management	Important because the sales manager must lead a team of sales-people	This is likely to make the sales team more effective	Which could lead to WW establishing the brand and gaining a high market share.	
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Question	Answer					Marks	
2(d)	<b>Recommend suitable promotional methods for the launch of WW bottled water. Justify your recommendation.</b>					<b>11</b>	
	<b>Knowledge and Application (4 marks)</b>	<b>Marks</b>	<b>Annotation</b>	<b>Analysis and Evaluation (7 marks)</b>	<b>Marks</b>		<b>Annotation</b>
				A justified recommendation based on a developed argument of at least two promotional methods in context	7		EVAL + EVAL + EVAL
				A developed recommendation based on a developed argument of at least two promotional methods in context	6		EVAL + EVAL
				A basic recommendation based on a developed argument of at least two promotional methods in context	5		EVAL
	Shows understanding of <b>two</b> promotional methods in context	3–4	APP + APP	Argument based on <b>two</b> promotional methods in context	4		DEV + DEV
	Shows understanding of <b>one</b> promotional method in context		APP	Argument based on <b>one</b> promotional method in context	3		DEV

Question	Answer						Marks	
2(d)	<b>Knowledge and Application (4 marks)</b>	<b>Marks</b>	<b>Annotation</b>	<b>Analysis and Evaluation (7 marks)</b>	<b>Marks</b>	<b>Annotation</b>		
	Shows knowledge of <b>two</b> promotional methods	1–2	K + K	Limited analysis of <b>two</b> promotional methods	2	AN + AN		
	Shows knowledge of <b>one</b> promotional method		K	Limited analysis of <b>one</b> promotional method	1	AN		
	No creditable content							
	<p><b>NOTE – allow different types of advertising (i.e. radio and TV) as separate promotional methods.</b></p> <p><b>Content</b> Promotional methods could include:</p> <ul style="list-style-type: none"> <li>Television</li> <li>Radio</li> <li>Cinema</li> <li>Sponsorship</li> <li>Newspapers</li> <li>Sales promotions</li> <li>Packaging</li> <li>Direct marketing</li> <li>Digital marketing</li> <li>Email</li> <li>Trade fairs</li> <li>Merchandising</li> <li>Telesales</li> <li>Personal selling</li> </ul> <p>Analysis and evaluation should focus on the contextual elements, including:</p> <ul style="list-style-type: none"> <li>WW only sold in country X – suggests a national method is more suitable</li> <li>WW is targeted at a niche market – mass marketing method may not be appropriate and may be too expensive</li> <li>WW is a new business – no idea of the promotional budget.</li> <li>Cheaper/below the line methods are likely to be more suitable</li> <li>WW seems to have an ethical stance (no harmful chemical) so certain no-environmental methods might be unsuitable (i.e. newspaper)</li> <li>7.2m market – although niche this is still a sizable market to reach – might suggest mass marketing methods are more suitable</li> </ul>							

Question	Answer				Marks															
2(d)	<p>WW selling through wholesalers and retailers, so industrial marketing methods (i.e. direct sales etc.) will be needed as well as any consumer marketing. To what extent will retailers and wholesalers promote the product for WW?</p> <p>No other competitors, so WW might be able to start a ‘slow’ promotional campaign – less urgency at launch</p> <p>New sales manager suggests the importance of direct sales</p> <p><b>ARA</b></p> <p>An example of how an answer could develop and how it should be annotated.</p> <table border="1" data-bbox="323 689 1310 1928"> <thead> <tr> <th data-bbox="323 689 520 754">K</th> <th data-bbox="520 689 716 754">APP</th> <th data-bbox="716 689 912 754">AN</th> <th data-bbox="912 689 1109 754">DEV</th> <th data-bbox="1109 689 1310 754">EVAL</th> </tr> </thead> <tbody> <tr> <td data-bbox="323 754 520 1122">Advertising</td> <td data-bbox="520 754 716 1122">WW is targeting a large number of people (7.2m) and advertising is likely to hit a mass market.</td> <td data-bbox="716 754 912 1122">The advertising may make people aware of WW and increase sales.</td> <td data-bbox="912 754 1109 1122">Leading to an increase in profit for WW.</td> <td data-bbox="1109 754 1310 1122">Overall advertising is a better method of promotion for the launch of WW. (EVAL)</td> </tr> <tr> <td data-bbox="323 1122 520 1928">Below the line promotion</td> <td data-bbox="520 1122 716 1928">WW is a new business and BTL promotion has a low cost.</td> <td data-bbox="716 1122 912 1928">This is good for WW because they are unlikely to have much cash when launching the bottled water.</td> <td data-bbox="912 1122 1109 1928">Which is more likely to allow WW to spend on other more important areas of the business.</td> <td data-bbox="1109 1122 1310 1928">Because WW need to build up a market share quickly more than they need to reduce costs. (EVAL EVAL)  However this depends on WW having the cashflow to afford advertising for the launch. (EVAL EVAL EVAL)</td> </tr> </tbody> </table>				K	APP	AN	DEV	EVAL	Advertising	WW is targeting a large number of people (7.2m) and advertising is likely to hit a mass market.	The advertising may make people aware of WW and increase sales.	Leading to an increase in profit for WW.	Overall advertising is a better method of promotion for the launch of WW. (EVAL)	Below the line promotion	WW is a new business and BTL promotion has a low cost.	This is good for WW because they are unlikely to have much cash when launching the bottled water.	Which is more likely to allow WW to spend on other more important areas of the business.	Because WW need to build up a market share quickly more than they need to reduce costs. (EVAL EVAL)  However this depends on WW having the cashflow to afford advertising for the launch. (EVAL EVAL EVAL)	
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