

Cambridge International AS & A Level

BUSINESS**9609/21**

Paper 2 Business Concepts 2

October/November 2024**MARK SCHEME**

Maximum Mark: 60

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 2024 series for most Cambridge IGCSE, Cambridge International A and AS Level components, and some Cambridge O Level components.

This document consists of **34** printed pages.

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 descriptions 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.

PUBLISHED**Social Science-Specific Marking Principles
(for point-based marking)****1 Components using point-based marking:**

- Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion.

From this it follows that we:

- a** DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning (unless the mark scheme requires a specific term)
- b** DO credit alternative answers/examples which are not written in the mark scheme if they are correct
- c** DO credit answers where candidates give more than one correct answer in one prompt/numbered/scaffolded space where extended writing is required rather than list-type answers. For example, questions that require n reasons (e.g. State two reasons ...).
- d** DO NOT credit answers simply for using a 'key term' unless that is all that is required. (Check for evidence it is understood and not used wrongly.)
- e** DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities
- f** DO NOT give further credit for what is effectively repetition of a correct point already credited unless the language itself is being tested. This applies equally to 'mirror statements' (i.e. polluted/not polluted).
- g** DO NOT require spellings to be correct, unless this is part of the test. However spellings of syllabus terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused (e.g. Corrasion/Corrosion).

2 Presentation of mark scheme:

- Slashes (/) or the word 'or' separate alternative ways of making the same point.
- Semi colons (;) bullet points (•) or figures in brackets (1) separate different points.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark (except Accounting syllabuses where they indicate negative numbers).

3 Calculation questions:

- The mark scheme will show the steps in the most likely correct method(s), the mark for each step, the correct answer(s) and the mark for each answer
- If working/explanation is considered essential for full credit, this will be indicated in the question paper and in the mark scheme. In all other instances, the correct answer to a calculation should be given full credit, even if no supporting working is shown.
- Where the candidate uses a valid method which is not covered by the mark scheme, award equivalent marks for reaching equivalent stages.
- Where an answer makes use of a candidate's own incorrect figure from previous working, the 'own figure rule' applies: full marks will be given if a correct and complete method is used. Further guidance will be included in the mark scheme where necessary and any exceptions to this general principle will be noted.

4 Annotation:

- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers. There is no direct relationship between ticks and marks. Ticks have no defined meaning for levels of response marking.
- For levels of response marking, the level awarded should be annotated on the script.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who marked that paper.

Subject Specific Marking Principles for point-based marking**1 Using point-based marking:**

Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion. From this it follows that we:

- DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning, unless the mark scheme requires a specific term.
- DO credit alternative answers/examples which are not in the mark scheme if they are correct.
- DO credit answers where candidates give more than one correct answer where extended writing is required rather than short/list-type answers.
- DO NOT credit answers simply for using a key term unless that is all that is required. (Check for evidence it is clearly understood and used correctly.)
- DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities. For questions that require n reasons, e.g. State two reasons..., mark only the first two answers given, not any two that are correct out of a longer list.
- DO NOT give further credit for what is effectively repetition of a correct point already credited or to 'mirror' statements. For example, a response that includes: 'A business owner would benefit from limited liability as it would protect their personal possessions.' and 'If a business owner did not have limited liability they could lose everything.', cannot both be rewarded in answer to one question.
- DO NOT require spellings to be correct, it is not part of the test. However, spellings of business terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused, e.g. offshore/outsource or effective/efficient.

2 Presentation of mark scheme:

- Questions are in bold text.
- Possible responses are in normal text in a bulleted list.
- Marks are rewarded based on the table provided for each question.
- Possible responses are listed under the appropriate Assessment Objective.
- Slashes (/) separate alternative ways of making the same point.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark.

4 Annotation:

- Every response must have a minimum of one annotation.
- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers.
- For questions where only AO1 and AO2 are rewarded, there is a direct relationship between ticks and marks.
- For levels of response marking, the first time level 1 is achieved, L1 is annotated on the response. If/when level 2 is achieved, L2 should be used, etc.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who mark that paper.

Guidance on using levels-based marking

Marking of work should be positive, rewarding achievement where possible, but clearly differentiating across the whole range of marks, where appropriate.

The examiner should look at the work and then make a judgement about which level statement is the best fit. In practice, work does not always match one level statement precisely so a judgement may need to be made between two or more level statements.

Once a best-fit level statement has been identified, use the following guidance to decide on a specific mark:

- If the candidate's work **convincingly** meets the level statement, award the highest mark.
- If the candidate's work **adequately** meets the level statement, award the most appropriate mark in the middle of the range.
- If the candidate's work **just** meets the level statement, award the lowest mark.
- L1, L2 etc. must be clearly annotated on the response at the point where the level is achieved.

Assessment objectives

AO1 Knowledge and understanding

Demonstrate knowledge and understanding of business concepts, terms and theories.

AO2 Application

Apply knowledge and understanding of business concepts, terms and theories to problems and issues in a variety of familiar and unfamiliar business situations and contexts.

AO3 Analysis

Analyse business problems, issues and situations by:

- using appropriate methods and techniques to make sense of qualitative and quantitative business information
- searching for causes, impact and consequences
- distinguishing between factual evidence and opinion or value judgement
- drawing valid inferences and making valid generalisations.

AO4 Evaluation

Evaluate evidence in order to make reasoned judgements, present substantiated conclusions and, where appropriate, make recommendations for action and implementation.

Annotations for RM Assessor

<u>To award</u>	<u>Annotation</u>	<u>Comment</u>	<u>Use on Paper 2</u>
Correct		For objective points that are right or wrong.	Q1(a)(i) and Q2(a)(i) (identify) Q1(b)(i) and Q2(b)(i) (calculate)
Incorrect		For objective points that are wrong.	Q1(a)(i) and Q2(a)(i) (identify) Q1(b)(i) and Q2(b)(i) (calculate) Also, incorrect elements of ANY question.
Unclear		When there is a misunderstanding in a response.	Any
Too Vague		When the candidate has attempted something, but the mark/skill has not been awarded.	Any
Highlight	Highlighter Or Underline	To highlight a point or section of an answer that justifies the mark/annotation.	Any
Benefit of doubt		When the candidate has attempted something, and the mark/skill has been awarded.	Any
On page comment	On page comment	Rarely used in live marking. Very useful for practice scripts. To communicate with the supervisor.	Any
Not using text		When the context has not been used.	Q1(b)(ii), Q1(c), Q1(d), Q2(b)(ii), Q2(c), Q2(d)
Seen		To show a page/section has been seen/read.	Any
Not answering question		When the response is not focused on answering the question.	Any

<u>To award</u>	<u>Annotation</u>	<u>Comment</u>	<u>Use on Paper 2</u>
Repetition	REP	The repetition of a previous point in a response Or Candidate is copying the case study/data.	Any
Own figure rule	OFR	The own figure rule applies – acts as a mark/tick.	Q1(b)(i) and Q2(b)(i)
Knowledge (AO1) L1	K	When AO1 has been awarded. Number of Ks should match the mark awarded.	Q1(a)(ii), Q1(b)(ii), Q1(c), Q1(d), Q2(a)(ii), Q2(b)(ii), Q2(c), Q2(d)
Knowledge (AO1) L2			
Application (AO2) L1	APP	When AO2 has been awarded. Number of APPs should match the mark awarded.	Q1(a)(ii), Q1(b)(ii), Q1(c), Q1(d), Q2(a)(ii), Q2(b)(ii), Q2(c), Q2(d)
Application (AO2) L2			
Analysis (AO3) L1	AN	When AO3 at Level 1 has been awarded.	Q1(c), Q1(d), Q2(c), Q2(d)
Analysis (AO3) L2	DEV	When AO3 at Level 2 has been awarded.	Q1(c), Q1(d), Q2(c), Q2(d)
Evaluation (AO4) L1	EVAL	When AO4 at Level 1 has been awarded.	Q1(d) and Q2(d)
Evaluation (AO4) L2	E	When AO4 at Level 2 has been awarded.	Q1(d) and Q2(d)
Evaluation (AO4) L3	EE	When AO4 at Level 3 has been awarded.	Q1(d) and Q2(d)

Question	Answer	Marks
1(a)(i)	<p>Identify <u>one</u> feature of the primary sector.</p> <p>Indicative content</p> <p>Any feature of the primary sector  , including:</p> <ul style="list-style-type: none">• extraction/collection of natural resources/raw materials• sell raw materials to the secondary sector• a primary sector industry such as farming, fishing, mining <p>Accept all valid responses.</p>	1

Question	Answer		Marks							
1(a)(ii)	<p>Explain the term <i>intrapreneur</i>.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="327 282 916 377" style="text-align: center;">AO1 Knowledge and understanding 1 mark</th><th data-bbox="916 282 1949 377" style="text-align: center;">AO2 Application 2 marks</th></tr> </thead> <tbody> <tr> <td data-bbox="327 377 916 481" style="text-align: center;">2 marks Developed application of one relevant point to a business context.</td><td data-bbox="916 377 1949 481"></td></tr> <tr> <td data-bbox="327 481 916 624" style="text-align: center;">1 mark Knowledge of one relevant point is used to answer the question.</td><td data-bbox="916 481 1949 624" style="text-align: center;">1 mark Limited application of one relevant point to a business context.</td></tr> <tr> <td data-bbox="327 624 916 716" style="text-align: center;">0 marks No creditable response.</td><td data-bbox="916 624 1949 716" style="text-align: center;">0 marks No creditable response.</td></tr> </tbody> </table>	AO1 Knowledge and understanding 1 mark	AO2 Application 2 marks	2 marks Developed application of one relevant point to a business context.		1 mark Knowledge of one relevant point is used to answer the question.	1 mark Limited application of one relevant point to a business context.	0 marks No creditable response.	0 marks No creditable response.	3
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0 marks No creditable response.	0 marks No creditable response.									
	<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of intrapreneur K, may include:</p> <ul style="list-style-type: none"> • manager who leads a team • develop ideas/technologies/applications/ways of doing business • creative/innovative <p>Note: without K cannot award any marks.</p> <p>AO2 Application Explanation of intrapreneur APP may include:</p> <ul style="list-style-type: none"> • employee within a business • product development • to help improve the company/profits • to help meet the demand of consumers • creates a competitive advantage 									

Question	Answer	Marks																								
1(a)(ii)	<p>Context applied to intrapreneur <small>APP</small>, including:</p> <ul style="list-style-type: none"> • risks stay with the business • takes on an entrepreneurial role within a business • has the characteristics (of) an entrepreneur • specific examples from FE, such as Lin developing new products • specific examples from BL, such as location of the factory <p>Guidance in awarding marks</p> <table border="1" data-bbox="332 525 1740 790"> <tr> <td data-bbox="332 525 702 616">Knowledge & understanding</td><td data-bbox="702 525 1740 616">Knowledge of intrapreneur</td><td data-bbox="1740 525 1740 616">1 mark</td></tr> <tr> <td data-bbox="332 616 702 690">Explanation</td><td data-bbox="702 616 1740 690">Develops K point</td><td data-bbox="1740 616 1740 690">1 mark</td></tr> <tr> <td data-bbox="332 690 702 790">Context</td><td data-bbox="702 690 1740 790">Applied to a business context/ business environment/generic example</td><td data-bbox="1740 690 1740 790">1 mark</td></tr> </table> <p>Exemplars and annotations</p> <table border="1" data-bbox="332 890 1933 1287"> <thead> <tr> <th data-bbox="332 890 1006 949">Exemplars and annotations</th><th data-bbox="1006 890 1102 949">Marks</th><th data-bbox="1102 890 1933 949">Rationale</th></tr> </thead> <tbody> <tr> <td data-bbox="332 949 1006 1060">Creative employee within a business, like Lin for FE</td><td data-bbox="1006 949 1102 1060">3</td><td data-bbox="1102 949 1933 1060">Creative (K), employee within a business (explanation APP) like Lin for FE (context APP)</td></tr> <tr> <td data-bbox="332 1060 1006 1151">Has the characteristics of an entrepreneur developing new ways of doing business</td><td data-bbox="1006 1060 1102 1151">2</td><td data-bbox="1102 1060 1933 1151">Has the characteristics of an entrepreneur (context APP), developing new ways of doing business (K)</td></tr> <tr> <td data-bbox="332 1151 1006 1210">Manager leading a team</td><td data-bbox="1006 1151 1102 1210">1</td><td data-bbox="1102 1151 1933 1210">Only K</td></tr> <tr> <td data-bbox="332 1210 1006 1287">Takes on an entrepreneurial role</td><td data-bbox="1006 1210 1102 1287">0</td><td data-bbox="1102 1210 1933 1287">Although there is APP, without K no marks can be awarded</td></tr> </tbody> </table>	Knowledge & understanding	Knowledge of intrapreneur	1 mark	Explanation	Develops K point	1 mark	Context	Applied to a business context/ business environment/generic example	1 mark	Exemplars and annotations	Marks	Rationale	Creative employee within a business, like Lin for FE	3	Creative (K), employee within a business (explanation APP) like Lin for FE (context APP)	Has the characteristics of an entrepreneur developing new ways of doing business	2	Has the characteristics of an entrepreneur (context APP), developing new ways of doing business (K)	Manager leading a team	1	Only K	Takes on an entrepreneurial role	0	Although there is APP, without K no marks can be awarded	
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Question	Answer	Marks
1(b)(i)	<p>Refer to Table 1.1 and other information. Calculate the forecast change in FE's market share between 2023 and 2024.</p> <p>Market share/total market $\times 100$ (1) OR revenue/market revenue $\times 100$ (1)</p> <p>OR</p> <p>FE's forecast market share 2024 = $29.45 / 310 \times 100$ (1) = 9.5% (1)</p> <p>FE's market share 2023 = 8% (given in the case study so no mark for this figure)</p> <p>$9.5\% - 8\% = 1.5\%$ (3)</p>	3

Question	Answer		Marks
1(b)(i)	Marks		
	3	Correct answer 1.5% (accept 1.5)	Working and % do not matter.
	2	Formula $\text{Market share/total market} \times 100$ OR $\text{Revenue/market revenue} \times 100$ AND Correct figures identified $29.45 / 310$ OR Inverted $310 / 29.45 \times 100$ (1 mark for implied formula)= 1052.6 (OFR mark) OR Show working for inverted formula (1) and then use this as $1052.6 - 8 = 1044.6$ (OFR)	To award two marks, there must be <ul style="list-style-type: none"> Two \checkmark and a \times OR <ul style="list-style-type: none"> One \checkmark, one \times and one OFR
	1	One of the following: Formula $\text{Market share/total market} \times 100$ OR $\text{Revenue/market revenue} \times 100$ OR Correct figures identified $29.45 / 310$ OR Inverted $310 / 29.45$	To award one mark, there must be: <ul style="list-style-type: none"> One \checkmark and two \times
	0	No creditable content.	To award zero marks, there must be <ul style="list-style-type: none"> One \times

Question	Answer		Marks								
1(b)(ii)	<p>Explain <u>one</u> benefit to FE of product development.</p> <table border="1" data-bbox="332 282 1911 676"> <thead> <tr> <th data-bbox="332 282 990 366">AO1 Knowledge and understanding 1 mark</th><th data-bbox="990 282 1911 366">AO2 Application 2 marks</th></tr> </thead> <tbody> <tr> <td data-bbox="332 366 990 466"></td><td data-bbox="990 366 1911 466"> 2 marks Developed application of one relevant point to a business context. </td></tr> <tr> <td data-bbox="332 466 990 589"> 1 mark Knowledge of one relevant point is used to answer the question. </td><td data-bbox="990 466 1911 589"> 1 mark Limited application of one relevant point to a business context. </td></tr> <tr> <td data-bbox="332 589 990 676"> 0 marks No creditable response. </td><td data-bbox="990 589 1911 676"> 0 marks No creditable response. </td></tr> </tbody> </table>		AO1 Knowledge and understanding 1 mark	AO2 Application 2 marks		2 marks Developed application of one relevant point to a business context.	1 mark Knowledge of one relevant point is used to answer the question.	1 mark Limited application of one relevant point to a business context.	0 marks No creditable response.	0 marks No creditable response.	3
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Indicative content <p>AO1 Knowledge and understanding Knowledge of one benefit of product development . Responses may include:</p> <ul style="list-style-type: none"> • keep up with trends • stay competitive • to enter new markets • increase market share • increase sales • increase revenue/profit • improve the quality of products • increase customer satisfaction/loyalty • widen customer base • increases the range of products <p>AO2 Application Explanation of a benefit of product development ^{APP}, including:</p> <ul style="list-style-type: none"> • innovative product may increase demand • more accurately meet consumer demand • may attract new customers 											

Question	Answer	Marks																								
1(b)(ii)	<ul style="list-style-type: none"> may be able to charge a premium price/price skimming <p>Context applied to a benefit to FE of product development <small>APP</small> including:</p> <ul style="list-style-type: none"> market for farm equipment is increasing major competitor entered the market intrapreneur and project team investment developing new machinery sells to large farms market size increased due to product development/use of answer to Q1(b)(i) (OFR) <p>Accept all valid responses.</p> <p>Guidance in awarding marks</p> <table border="1"> <tr> <td data-bbox="332 668 736 724">Knowledge & understanding</td><td data-bbox="736 668 1551 724">Knowledge of a benefit of product development</td><td data-bbox="1551 668 1731 724">1 mark</td></tr> <tr> <td data-bbox="332 732 736 787">Explanation</td><td data-bbox="736 732 1551 787">Explanation of a benefit of product development</td><td data-bbox="1551 732 1731 787">1 mark</td></tr> <tr> <td data-bbox="332 795 736 851">Context</td><td data-bbox="736 795 1551 851">Context linked to a benefit of product development</td><td data-bbox="1551 795 1731 851">1 mark</td></tr> </table> <table border="1"> <thead> <tr> <th data-bbox="332 898 1028 954">Exemplars and annotations</th><th data-bbox="1028 898 1208 954">Marks</th><th data-bbox="1208 898 1927 954">Rationale</th></tr> </thead> <tbody> <tr> <td data-bbox="332 962 1028 1049">Firms can enter new markets and widen their customer base and benefit from a growing market.</td><td data-bbox="1028 962 1208 1049">3</td><td data-bbox="1208 962 1927 1049">K for benefit, then APP for explaining why a benefit and APP for context from the case study.</td></tr> <tr> <td data-bbox="332 1073 1028 1160">Increases range of products to attract new customers</td><td data-bbox="1028 1073 1208 1160">2</td><td data-bbox="1208 1073 1927 1160">K for benefit, then APP for explaining why a benefit but there is no context</td></tr> <tr> <td data-bbox="332 1168 1028 1224">To stay competitive</td><td data-bbox="1028 1168 1208 1224">1</td><td data-bbox="1208 1168 1927 1224">K only</td></tr> <tr> <td data-bbox="332 1232 1028 1287">Market for farm equipment is increasing</td><td data-bbox="1028 1232 1208 1287">0</td><td data-bbox="1208 1232 1927 1287">No K demonstrated</td></tr> </tbody> </table>	Knowledge & understanding	Knowledge of a benefit of product development	1 mark	Explanation	Explanation of a benefit of product development	1 mark	Context	Context linked to a benefit of product development	1 mark	Exemplars and annotations	Marks	Rationale	Firms can enter new markets and widen their customer base and benefit from a growing market.	3	K for benefit, then APP for explaining why a benefit and APP for context from the case study.	Increases range of products to attract new customers	2	K for benefit, then APP for explaining why a benefit but there is no context	To stay competitive	1	K only	Market for farm equipment is increasing	0	No K demonstrated	
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Question	Answer				Marks
1(c)	Analyse <u>two</u> roles that FE has in the development of country Z.				8
	Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 4 marks	
	2			<p>3–4 marks Developed analysis</p> <ul style="list-style-type: none"> Developed analysis that identifies connections between causes, impacts and/or consequences of two points. Developed analysis that identifies connections between causes, impacts and/or consequences of one point. 	
	1	<p>1–2 marks</p> <ul style="list-style-type: none"> Knowledge of two relevant points is used to answer the question. Knowledge of one relevant point is used to answer the question. 	<p>1–2 marks</p> <ul style="list-style-type: none"> Application of two relevant points to a business context. Application of one relevant point to a business context. 	<p>1–2 marks Limited analysis</p> <ul style="list-style-type: none"> Limited analysis that identifies connections between causes, impacts and/or consequences of two points. Limited analysis that identifies connections between causes, impacts and/or consequences of one point. 	
	0	<p>0 marks No creditable response.</p>	<p>0 marks No creditable response.</p>	<p>0 marks No creditable response.</p>	

Indicative content**AO1 Knowledge and understanding**

Knowledge of two roles K (max 1 mark each – annotate one on the left and the other on the right) including:

- creation of jobs/attract other foreign businesses
- increased tax revenue
- investment
- encourage growth
- contributes to economic development
- increase exports/earn foreign currency

Question	Answer	Marks
1(c)	<p>AO2 Application Context applied to each role, APP (max 1 mark for each role) including:</p> <ul style="list-style-type: none"> • current market share 8% • forecast to grow to 9.5% (OFR from 1bi) • accounts for 40% employment • FE is in secondary sector • farming produce sold to other countries • secures country Z's food supply • BL a multinational company investing in country Z • public limited company <p>AO3 Analysis <i>Limited analysis</i> AN - candidate shows one link in the chain of analysis. <i>Developed analysis</i> DEV candidate shows two or more links in the chain of analysis or a two-sided analysis.</p> <ul style="list-style-type: none"> • farm equipment aids efficiency in farming • farming is an important sector in country Z • may expand and create more employment/reduce unemployment – increasing country's businesses revenue – • could increase investment • helps develop the secondary sector • success of FM may have attracted BL to locate and invest in country Z <p>Note: Two-sided analysis could mean negative impacts considered such as effect on smaller businesses</p> <p>Accept all valid responses.</p>	

Question	Answer			Marks
1(c) Exemplars and annotations	AO1 Knowledge	AO2 Application	AO3 Analysis	
	Create more jobs <small>K</small> .	As forecast share of total market revenue to increase <small>APP</small>	This helps reduce unemployment <small>AN</small> which will boost economic growth <small>DEV</small> .	
	Increased government tax revenue <small>K</small>	As attracting multinational companies such as BL <small>APP</small>	Which increases revenue for other businesses in the country <small>AN</small> who make higher profits so pay more tax <small>DEV</small> .	

Question	Answer					Marks
1(d)	Evaluate the likely impact on FE's HRM of the new BL factory.					12
Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 2 marks	AO4 Evaluation 6 marks		
3				<p>5–6 marks Developed evaluation in context</p> <ul style="list-style-type: none"> • A developed judgement/conclusion is made in the business context. • Developed evaluative comments which balance some key arguments in the business context. 		
2	<p>2 marks Developed knowledge of relevant key term(s) and/or factor(s) is used to answer the question.</p>	<p>2 marks Developed application of relevant point(s) to the business context.</p>	<p>2 marks Developed analysis that identifies connections between causes, impacts and/or consequences.</p>	<p>3–4 marks Developed evaluation</p> <ul style="list-style-type: none"> • A developed judgement/conclusion is made. • Developed evaluative comments which balance some key arguments. 		
1	<p>1 mark Limited knowledge of relevant key term(s) and/or factor(s) is used to answer the question.</p>	<p>1 mark Limited application of relevant point(s) to the business context.</p>	<p>1 mark Limited analysis that identifies connections between causes, impacts and/or consequences.</p>	<p>1–2 marks Limited evaluation</p> <ul style="list-style-type: none"> • A judgement/conclusion is made with limited supporting comment/evidence. • An attempt is made to balance the arguments. 		
0	<p>0 marks No creditable response.</p>	<p>0 marks No creditable response.</p>	<p>0 marks No creditable response.</p>	<p>0 marks No creditable response.</p>		

Question	Answer	Marks
1(d)	<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of the impact on HRM K (max 2 marks), including:</p> <ul style="list-style-type: none"> • recruit employees • employees leave • increase in labour turnover • pressure on wages • better opportunities • higher welfare • training and development opportunities <p>AO2 Application Context applied to the impact on FE's HRM APP (max 2 marks), including:</p> <ul style="list-style-type: none"> • low morale • poor work-life balance • employees feel management do not prioritise their welfare • autocratic management style • trade unions • no training and development opportunities at FE • BL larger company • multinational companies <p>AO3 Analysis <i>Limited analysis</i> AN – candidate shows one link in the chain of analysis. <i>Developed analysis</i> DEV – candidate shows two or more links in the chain of analysis.</p> <ul style="list-style-type: none"> • a competitor will need local workers so could recruit from FE's workforce • workers may join a competitor if higher wages/better conditions • FE may find increased costs (recruitment, increased wages) • pressure on managers so that they listen to employees • could delay product development if need to recruit replacement employees • lose the skills of current employees who could easily transfer to a competitor 	

Question	Answer	Marks									
1(d)	<p>AO4 Evaluation</p> <p><i>Limited evaluation</i> EVAL - unsupported judgement and/or a weak attempt at evaluative comment</p> <p><i>Developed evaluation</i> E - supported judgement and/or reasonable evaluative comment</p> <p><i>Developed evaluation in context</i> EE – supported judgement in context and/or reasonable evaluative comment in context.</p> <ul style="list-style-type: none"> • a justified judgement • identifying that the impact will ultimately depend on a number of unknowns (e.g. unemployment in country Z, BL could transfer employees from other countries) • could attract workers from other regions of country Z • discussion of negative v positive impacts • working conditions may not be better in BL • wages may be lower • BL may not want workers who want to unionise • likely success of BL in country Z unknown – risk to stability of employment • how skilled are the employees – may not need highly skilled workers <p>Accept all valid responses.</p> <p>Exemplars for awarding evaluation</p> <table border="1" data-bbox="323 921 1949 1359"> <thead> <tr> <th data-bbox="323 921 795 1016">L1 EVAL (limited supporting evidence)</th><th data-bbox="795 921 1356 1016">L2 E (developed supporting evidence)</th><th data-bbox="1356 921 1949 1016">L3 EE (developed supporting evidence with context)</th></tr> </thead> <tbody> <tr> <td data-bbox="323 1016 795 1187">Depends if other companies offer higher wages, labour turnover might increase.</td><td data-bbox="795 1016 1356 1187">Depends on whether other companies offer higher wages, then workers leave FE and labour turnover might increase.</td><td data-bbox="1356 1016 1949 1187">Depends on whether BL, a major competitor, offer higher wages, then workers leave FE, for employment with BL and labour turnover increases.</td></tr> <tr> <td data-bbox="323 1187 795 1359">There may be no impact on HRM.</td><td data-bbox="795 1187 1356 1359">There may be no impact on HRM as there may not be better opportunities with other firms.</td><td data-bbox="1356 1187 1949 1359">There may be no impact on HRM as there may not be better opportunities with other firms and BL is new to country Z so could be risky for workers who go to BL.</td></tr> </tbody> </table>	L1 EVAL (limited supporting evidence)	L2 E (developed supporting evidence)	L3 EE (developed supporting evidence with context)	Depends if other companies offer higher wages, labour turnover might increase.	Depends on whether other companies offer higher wages, then workers leave FE and labour turnover might increase.	Depends on whether BL, a major competitor, offer higher wages, then workers leave FE, for employment with BL and labour turnover increases.	There may be no impact on HRM.	There may be no impact on HRM as there may not be better opportunities with other firms.	There may be no impact on HRM as there may not be better opportunities with other firms and BL is new to country Z so could be risky for workers who go to BL.	
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Question	Answer	Marks
2(a)(i)	<p>Identify <u>one</u> strength of a family business</p> <p>Indicative content</p> <p>Strengths  may include:</p> <ul style="list-style-type: none">• joint personal stake• united sense of purpose• trust• tend to take a long-run view• commitment• can be passed on to future generations• knowledge continuity <p>Note: Must relate to a family business, for example, continuity on its own not enough</p> <p>Accept all valid responses.</p>	1

Question	Answer		Marks								
2(a)(ii)	<p>Explain the term <i>niche market</i></p> <table border="1" data-bbox="332 282 1933 679"> <thead> <tr> <th data-bbox="332 282 1006 366">AO1 Knowledge and understanding 1 mark</th><th data-bbox="1006 282 1933 366">AO2 Application 2 marks</th></tr> </thead> <tbody> <tr> <td data-bbox="332 366 1006 466"></td><td data-bbox="1006 366 1933 466">2 marks Developed application of one relevant point to a business context.</td></tr> <tr> <td data-bbox="332 466 1006 600">1 mark Knowledge of one relevant point is used to answer the question.</td><td data-bbox="1006 466 1933 600">1 mark Limited application of one relevant point to a business context.</td></tr> <tr> <td data-bbox="332 600 1006 679">0 marks No creditable response.</td><td data-bbox="1006 600 1933 679">0 marks No creditable response.</td></tr> </tbody> </table> <p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of a niche market <small>APP</small> (max 1 mark), including:</p> <ul style="list-style-type: none"> • (small) segment of a large market • unique/specialised products • luxury • high quality <p>AO2 Application Explanation of a niche market <small>APP</small>, including:</p> <ul style="list-style-type: none"> • often unprofitable for large companies • profits often higher/can be sold at a premium price • few competitors • limited quantities produced • customers have similar qualities/preferences <p>Context applied to niche market <small>APP</small>, including:</p> <ul style="list-style-type: none"> • examples of niche markets • CCL sell product C in a niche market 	AO1 Knowledge and understanding 1 mark	AO2 Application 2 marks		2 marks Developed application of one relevant point to a business context.	1 mark Knowledge of one relevant point is used to answer the question.	1 mark Limited application of one relevant point to a business context.	0 marks No creditable response.	0 marks No creditable response.	3	
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2(b)(i)	<p>Refer to Table 2.1 and other information. Calculate the forecast total revenue of product C in 2024.</p> <p>Total revenue x proportion of revenue (1) Total Revenue 2023 \$10 million forecast to increase by 10% = \$10 million + \$1 million = \$11 million (1) Product C = 15% proportion of revenue = \$11 million/100 × 15 (1) = \$1.65 million (3)</p> <p>Accept all valid responses.</p> <table border="1" data-bbox="339 514 1805 1283"> <thead> <tr> <th data-bbox="339 514 518 609">Marks</th><th data-bbox="518 514 1057 609"></th><th data-bbox="1057 514 1805 609"></th></tr> </thead> <tbody> <tr> <td data-bbox="339 609 518 689">3 marks</td><td data-bbox="518 609 1057 689">Correct answer \$1.65 million</td><td data-bbox="1057 609 1805 689">Working, \$ and millions (m) do not matter.</td></tr> <tr> <td data-bbox="339 689 518 917">2 marks</td><td data-bbox="518 689 1057 917"> Formula OR Identifies correct figures AND Calculates increase in total revenue – \$11m </td><td data-bbox="1057 689 1805 917"> To award two marks, there must be <ul style="list-style-type: none"> Two ✓ and a ✗ OR <ul style="list-style-type: none"> One ✓, one ✗ and one OFR </td></tr> <tr> <td data-bbox="339 917 518 1176">1 mark</td><td data-bbox="518 917 1057 1176"> One of the following: Formula OR Identifies correct figures OR Calculates increase in total revenue – \$11m </td><td data-bbox="1057 917 1805 1176"> To award one mark, there must be: <ul style="list-style-type: none"> One ✓ and two ✗ </td></tr> <tr> <td data-bbox="339 1176 518 1283">0 marks</td><td data-bbox="518 1176 1057 1283">No creditable content.</td><td data-bbox="1057 1176 1805 1283"> To award zero marks, there must be <ul style="list-style-type: none"> One ✗ </td></tr> </tbody> </table>	Marks			3 marks	Correct answer \$1.65 million	Working, \$ and millions (m) do not matter.	2 marks	Formula OR Identifies correct figures AND Calculates increase in total revenue – \$11m	To award two marks, there must be <ul style="list-style-type: none"> Two ✓ and a ✗ OR <ul style="list-style-type: none"> One ✓, one ✗ and one OFR 	1 mark	One of the following: Formula OR Identifies correct figures OR Calculates increase in total revenue – \$11m	To award one mark, there must be: <ul style="list-style-type: none"> One ✓ and two ✗ 	0 marks	No creditable content.	To award zero marks, there must be <ul style="list-style-type: none"> One ✗ 	3
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		<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of a benefit K of using a budget, including:</p> <ul style="list-style-type: none"> • coordinates activities • translate objectives into strategy • translate strategy into tactics • provide a record of organisational activities • can improve communication • improve resource allocation • improve efficiency • provides a tool for corrective action • compare different areas of the business <p>AO2 Application Explanation of a benefit of using budgets APP, including:</p> <ul style="list-style-type: none"> • coordinates activities; between functional areas of the business • translate objectives into strategy; to make sure the objective is met • translate strategy into tactics; to make the strategy is implemented • provide a record of organisational activities; for later comparison 									

Question	Answer	Marks																								
2(b)(ii)	<p>• can improve communication/coordination; by giving financial targets • improve resources allocation; by giving a quantitative target • improve efficiency; by allocating finances to different areas of the organisation • provides a tool for corrective action; when actual and budgeted are compared</p> <p>Context applied to a benefit to CCL of using a budget <small>APP</small> including:</p> <ul style="list-style-type: none"> • two products at maturity • two products with low market share • niche market product has lowest contribution to total revenue • market forecast of 25% growth <p>Accept all valid responses.</p> <p>Guidance in awarding marks</p> <table border="1" data-bbox="332 700 1619 901"> <tr> <td data-bbox="332 700 810 763">Knowledge & understanding</td><td data-bbox="810 700 1455 763">Knowledge of a benefit of using budgets</td><td data-bbox="1455 700 1619 763">1 mark</td></tr> <tr> <td data-bbox="332 763 810 827">Explanation</td><td data-bbox="810 763 1455 827">Explanation of a benefit of using budgets</td><td data-bbox="1455 763 1619 827">1 mark</td></tr> <tr> <td data-bbox="332 827 810 901">Context</td><td data-bbox="810 827 1455 901">Context linked to a benefit of using budgets</td><td data-bbox="1455 827 1619 901">1 mark</td></tr> </table> <p>Exemplar and annotations</p> <table border="1" data-bbox="332 933 1918 1399"> <thead> <tr> <th data-bbox="332 933 1230 1029">Exemplar and annotations</th><th data-bbox="1230 933 1282 1029">Mark</th><th data-bbox="1282 933 1918 1029">Rationale</th></tr> </thead> <tbody> <tr> <td data-bbox="332 1029 1230 1160">Improve resources allocation by giving a quantitative target to enable CCL to benefit from the forecast market growth</td><td data-bbox="1230 1029 1282 1160">3</td><td data-bbox="1282 1029 1918 1160">K for benefit, then APP for explaining why a benefit and APP for context from the case study</td></tr> <tr> <td data-bbox="332 1160 1230 1256">By allocating finances to different areas of the organisation can improve efficiency</td><td data-bbox="1230 1160 1282 1256">2</td><td data-bbox="1282 1160 1918 1256">K for benefit, then APP for explaining why a benefit but there is no context</td></tr> <tr> <td data-bbox="332 1256 1230 1319">Improve resource allocation</td><td data-bbox="1230 1256 1282 1319">1</td><td data-bbox="1282 1256 1918 1319">K only</td></tr> <tr> <td data-bbox="332 1319 1230 1399">Sets financial targets</td><td data-bbox="1230 1319 1282 1399"></td><td data-bbox="1282 1319 1918 1399">No K of a <i>benefit</i> demonstrated</td></tr> </tbody> </table>	Knowledge & understanding	Knowledge of a benefit of using budgets	1 mark	Explanation	Explanation of a benefit of using budgets	1 mark	Context	Context linked to a benefit of using budgets	1 mark	Exemplar and annotations	Mark	Rationale	Improve resources allocation by giving a quantitative target to enable CCL to benefit from the forecast market growth	3	K for benefit, then APP for explaining why a benefit and APP for context from the case study	By allocating finances to different areas of the organisation can improve efficiency	2	K for benefit, then APP for explaining why a benefit but there is no context	Improve resource allocation	1	K only	Sets financial targets		No K of a <i>benefit</i> demonstrated	
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Question	Answer				Marks
2(c)	<u>Analyse one advantage and one disadvantage to CCL of using Boston matrix analysis.</u>				8
	Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 4 marks	
	2			3–4 marks Developed analysis <ul style="list-style-type: none"> Developed analysis that identifies connections between causes, impacts and/or consequences of two points. Developed analysis that identifies connections between causes, impacts and/or consequences of one point. 	
	1	1–2 marks <ul style="list-style-type: none"> Knowledge of two relevant points is used to answer the question. Knowledge of one relevant point is used to answer the question. 	1–2 marks <ul style="list-style-type: none"> Application of two relevant points to a business context. Application of one relevant point to a business context. 	1–2 marks Limited analysis <ul style="list-style-type: none"> Limited analysis that identifies connections between causes, impacts and/or consequences of two points. Limited analysis that identifies connections between causes, impacts and/or consequences of one point. 	
0	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.	

Indicative content

AO1 Knowledge and understanding

Knowledge of the Boston matrix (max 1 mark if no knowledge of advantage or disadvantage), including:

- a method of analysing the product portfolio of a business in terms of market share and market growth

Knowledge of an advantage of Boston matrix analysis (max 1 mark – annotate on left) including:

- to analyse the breadth/specialisation of a business's product portfolio
- to enable business to move ? to stars
- to ensure business to move stars to cash cows

Question	Answer	Marks
2(c)	<ul style="list-style-type: none"> to enable business to launch new products to enable business to avoid dogs <p>Knowledge of a disadvantage of the Boston matrix analysis (max 1 mark- annotate on right), including:</p> <ul style="list-style-type: none"> withdrawal of dogs from the market unlikely to increase revenue to move ? to stars will need more spending on marketing to move stars to cash cows will also require more spending/increased costs sudden changes in demand may not be accounted for does not consider contribution to total revenue/profit does not consider other factors affecting products data can be inaccurate <p>AO2 Application</p> <p>Context applied to an advantage (max 1 mark) and disadvantage (max 1 mark) of Boston matrix analysis, including:</p> <ul style="list-style-type: none"> products a and d cash cows products b and c question marks no stars limited portfolio of products forecast market growth of 25% over the next 5 years cash cows account for 55% of total revenue <p>AO3 Analysis</p> <p><i>Limited analysis</i> – candidate shows one link in the chain of analysis.</p> <p><i>Developed analysis</i> candidate shows two or more links in the chain of analysis or a two-sided analysis.</p> <ul style="list-style-type: none"> product development essential for competition and survival can inform investment decisions simple framework to use only considers market share and market growth so won't be a complete analysis as to why products growing/declining help eliminate poorly performing products, saving money in the long run helps businesses understand current and future situations identify new opportunities to ensure future growth/success need to consider extension strategies for products although a product might contribute most to revenue what product will replace this if it declines? 	

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2(c)	<p>Accept all valid responses.</p> <p>Exemplars and annotations</p> <table border="1" data-bbox="327 346 1918 692"> <thead> <tr> <th data-bbox="327 346 848 406">AO1 Knowledge</th><th data-bbox="848 346 1394 406">AO2 Application</th><th data-bbox="1394 346 1918 406">AO3 Analysis</th></tr> </thead> <tbody> <tr> <td data-bbox="327 406 848 541">To enable business to move ? to stars K.</td><td data-bbox="848 406 1394 541">Such as product C APP</td><td data-bbox="1394 406 1918 541">Which is showing high market growth AN so CCL could consider ways to increase product C's market share DEV</td></tr> <tr> <td data-bbox="327 541 848 692">Simple analysis which does not take account of other factors K</td><td data-bbox="848 541 1394 692">Such as Product B's forecast contribution to total revenue APP</td><td data-bbox="1394 541 1918 692">Which is higher than either of the two cash cows AN so low market share may not need to be a concern DEV</td></tr> </tbody> </table>			AO1 Knowledge	AO2 Application	AO3 Analysis	To enable business to move ? to stars K.	Such as product C APP	Which is showing high market growth AN so CCL could consider ways to increase product C's market share DEV	Simple analysis which does not take account of other factors K	Such as Product B's forecast contribution to total revenue APP	Which is higher than either of the two cash cows AN so low market share may not need to be a concern DEV	
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2(d) Evaluate the importance of operations to CCL's added value.	<table border="1" data-bbox="323 276 1918 1395"> <thead> <tr> <th data-bbox="323 276 435 403">Level</th><th data-bbox="435 276 750 403">AO1 Knowledge and understanding 2 marks</th><th data-bbox="750 276 1064 403">AO2 Application 2 marks</th><th data-bbox="1064 276 1356 403">AO3 Analysis 2 marks</th><th data-bbox="1356 276 1918 403">AO4 Evaluation 6 marks</th></tr> </thead> <tbody> <tr> <td data-bbox="323 403 435 689">3</td><td data-bbox="435 403 750 689"></td><td data-bbox="750 403 1064 689"></td><td data-bbox="1064 403 1356 689"></td><td data-bbox="1356 403 1918 689"> 5–6 marks Developed evaluation in context <ul style="list-style-type: none"> • A developed judgement/conclusion is made in the business context. • Developed evaluative comments which balance some key arguments in the business context. </td></tr> <tr> <td data-bbox="323 689 435 975">2</td><td data-bbox="435 689 750 975"> 2 marks Developed knowledge of relevant key term(s) and/or factor(s) is used to answer the question. </td><td data-bbox="750 689 1064 975"> 2 marks Developed application of relevant point(s) to the business context. </td><td data-bbox="1064 689 1356 975"> 2 marks Developed analysis that identifies connections between causes, impacts and/or consequences. </td><td data-bbox="1356 689 1918 975"> 3–4 marks Developed evaluation <ul style="list-style-type: none"> • A developed judgement/conclusion is made. • Developed evaluative comments which balance some key arguments. </td></tr> <tr> <td data-bbox="323 975 435 1260">1</td><td data-bbox="435 975 750 1260"> 1 mark Limited knowledge of relevant key term(s) and/or factor(s) is used to answer the question. </td><td data-bbox="750 975 1064 1260"> 1 mark Limited application of relevant point(s) to the business context. </td><td data-bbox="1064 975 1356 1260"> 1 mark Limited analysis that identifies connections between causes, impacts and/or consequences. </td><td data-bbox="1356 975 1918 1260"> 1–2 marks Limited evaluation <ul style="list-style-type: none"> • A judgement/conclusion is made with limited supporting comment/evidence. • An attempt is made to balance the arguments. </td></tr> <tr> <td data-bbox="323 1260 435 1395">0</td><td data-bbox="435 1260 750 1395"> 0 marks No creditable response. </td><td data-bbox="750 1260 1064 1395"> 0 marks No creditable response. </td><td data-bbox="1064 1260 1356 1395"> 0 marks No creditable response. </td><td data-bbox="1356 1260 1918 1395"> 0 marks No creditable response. </td></tr> </tbody> </table>	Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 2 marks	AO4 Evaluation 6 marks	3				5–6 marks Developed evaluation in context <ul style="list-style-type: none"> • A developed judgement/conclusion is made in the business context. • Developed evaluative comments which balance some key arguments in the business context. 	2	2 marks Developed knowledge of relevant key term(s) and/or factor(s) is used to answer the question.	2 marks Developed application of relevant point(s) to the business context.	2 marks Developed analysis that identifies connections between causes, impacts and/or consequences.	3–4 marks Developed evaluation <ul style="list-style-type: none"> • A developed judgement/conclusion is made. • Developed evaluative comments which balance some key arguments. 	1	1 mark Limited knowledge of relevant key term(s) and/or factor(s) is used to answer the question.	1 mark Limited application of relevant point(s) to the business context.	1 mark Limited analysis that identifies connections between causes, impacts and/or consequences.	1–2 marks Limited evaluation <ul style="list-style-type: none"> • A judgement/conclusion is made with limited supporting comment/evidence. • An attempt is made to balance the arguments. 	0	0 marks No creditable response.	12			
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2(d)	<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of operations/added value <small>AF</small> (max 2 marks), including:</p> <ul style="list-style-type: none"> • added value difference between price and costs • value added by the transformation process • produces outputs for customers • inputs used to create outputs • inputs are land, labour, capital and enterprise • outputs created in the manufacturing process • <p>AO2 Application Context applied to CCL <small>APP</small> (max 2 marks), including:</p> <ul style="list-style-type: none"> • coffee a growing market • many (5) processes involved in the transformation process • product differentiation • products in different quadrants in the Boston matrix analysis • same ingredient in differently labelled jars • taste important in coffee consumption • may contribute more to non-branded product <p>AO3 Analysis <i>Limited analysis</i> <small>AN</small> – candidate shows one link in the chain of analysis. <i>Developed analysis</i> <small>DEV</small> – candidate shows two or more links in the chain of analysis.</p> <ul style="list-style-type: none"> • helps to build the brand – increasing revenue/sales/profit • can add product features that customers want – attract new customers/increase customer loyalty • ensure quality – goods suitable for purpose • operate efficiently – cost effective • charge a higher price – increasing profits/value added • flexibility and innovation important – especially in a competitive/dynamic environment • protects market share and can increase it 	

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2(d)	<p>AO4 Evaluation</p> <p><i>Limited evaluation</i> EVAL - unsupported judgement and/or a weak attempt at evaluative comment</p> <p><i>Developed evaluation</i> E – supported judgement and/or reasonable evaluative comment</p> <p><i>Developed evaluation in context</i> EE – supported judgement in context and/or reasonable evaluative comment in context.</p> <p>A judgement whether operations does contribute to added value.</p> <ul style="list-style-type: none"> evaluation of the relative importance of operations as compared to e.g. marketing elements that the evaluation/judgement might depend upon: <ul style="list-style-type: none"> don't know how efficient production is other factors such as promotion may contribute more to added value quality of the product important design of packaging also contributes convenience to customers important in creating added value branding and product differentiation may be a greater contribution difficult to measure contribution of operations <p>Accept all valid responses.</p> <p>Exemplars for awarding evaluation</p> <table border="1" data-bbox="332 901 1918 1406"> <thead> <tr> <th data-bbox="332 901 660 1029">L1 EVAL (limited supporting evidence)</th><th data-bbox="660 901 1221 1029">L2 E (developed supporting evidence)</th><th data-bbox="1221 901 1918 1029">L3 EE (developed supporting evidence with context)</th></tr> </thead> <tbody> <tr> <td data-bbox="332 1029 660 1229">Operations is very important to CCL's added value.</td><td data-bbox="660 1029 1221 1229">Operations is very important to CCL's added value as the quality of a product helps determine the price that can be charged.</td><td data-bbox="1221 1029 1918 1229">Operations is very important to CCL's added value as the quality of a product helps determine the price that can be charged. Quality must be ensured at each many processes involved in the transformation of coffee beans to ground coffee.</td></tr> <tr> <td data-bbox="332 1229 660 1406">Product differentiation may be more important than operations.</td><td data-bbox="660 1229 1221 1406">Product differentiation may be more important than operations as good marketing is required to sell the products.</td><td data-bbox="1221 1229 1918 1406">Product differentiation may be more important than operations as good marketing is required to sell the products, in the case of CCL each different coffee product has the same ingredients.</td></tr> </tbody> </table>	L1 EVAL (limited supporting evidence)	L2 E (developed supporting evidence)	L3 EE (developed supporting evidence with context)	Operations is very important to CCL's added value.	Operations is very important to CCL's added value as the quality of a product helps determine the price that can be charged.	Operations is very important to CCL's added value as the quality of a product helps determine the price that can be charged. Quality must be ensured at each many processes involved in the transformation of coffee beans to ground coffee.	Product differentiation may be more important than operations.	Product differentiation may be more important than operations as good marketing is required to sell the products.	Product differentiation may be more important than operations as good marketing is required to sell the products, in the case of CCL each different coffee product has the same ingredients.	
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